



Performance and Accountability Report

ARCHITECT OF THE CAPITOL
FISCAL YEAR 2022



SERVE • PRESERVE • INSPIRE



ABOUT THE COVER

After more than two years of public closure due to the COVID-19 pandemic, the Architect of the Capitol (AOC) began to welcome visitors back to the Capitol campus in Fiscal Year (FY) 2022. Using a phased approach, the U.S. Botanic Garden Conservatory reopened, as well as restaurant, gift shop and tour operations at the U.S. Capitol Visitor Center. The cover of this year’s report showcases the East Front of the U.S. Capitol at sunrise — a fitting image for the reopened Capitol campus.

Infographic: Getting to Know the AOC



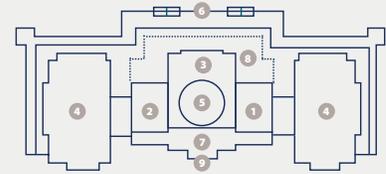
3 Hidden Treasures on Capitol Hill

- Great Hall in the Jefferson Building, Library of Congress
- Summerhouse, Capitol Grounds
- Bartholdi Fountain and Gardens, U.S. Botanic Garden

570⁺ 

Acres of Grounds The Capitol campus is comprised of more than 30 buildings and 18.4 million square feet of facilities

1793 The year George Washington laid the cornerstone of the U.S. Capitol Building 



- 9** Expansions of the U.S. Capitol Building
- | | |
|---|-----------|
| 1 Original North (Senate) Wing | 1793–1800 |
| 2 Original South (House) Wing | 1793–1807 |
| 3 Center Section and Rotunda | 1818–24 |
| 4 Present House and Senate Wings and Connecting Corridors | 1851–67 |
| 5 Cast-Iron Dome | 1855–66 |
| 6 Terraces | 1884–92 |
| 7 East Front Extension | 1958–62 |
| 8 Courtyard Infill Room | 1991–93 |
| 9 U.S. Capitol Visitor Center | 2002–08 |

 **2,400⁺**
Uniquely Skilled Employees

 **12** Number of Architects of the Capitol

The first Architect of the Capitol was William Thornton. The 12th Architect of the Capitol, J. Brett Blanton, was appointed in 2020.

25,000,000⁺ Visitors welcomed to the U.S. Capitol since the opening of the Capitol Visitor Center in 2008

For Copies of This Report

Electronic copies of this report and its companion highlights report are available on the AOC website: www.aoc.gov/par. For desktop users, the AOC publishes a reader-friendly, interactive Section 508-compliant version of this report and the corresponding highlights report. Mobile app versions of this report are available for Apple and Android users. The mobile app version includes the current print edition of the Performance and Accountability Report, with features such as landscape or portrait views, zoom view, bookmarking and interactive functions. To download the apps, please visit the App Store from your iPad or Google Play from your Android tablet and search for “Architect of the Capitol.”



We Would Like to Hear From You

Thank you for your interest in the AOC. We welcome your comments on how we can make this report more informative for our readers. Please send your comments to: aocpar@aoc.gov.

Performance and Accountability Highlights

About the Architect of the Capitol

Who We Are: The AOC is responsible for the care and operation of the U.S. Capitol campus, which includes more than 18.4 million square feet of facilities, more than 570 acres of grounds and thousands of works of art. The AOC's employees work behind the scenes day and night to provide Congress and the Supreme Court with facilities and infrastructure to conduct their business. We inspire the public by providing tours, online programming and exhibits.

Established: The AOC traces its beginnings to 1793 and was formally established by congressional legislation in 1876.

Branch of Government: Legislative

Leadership: J. Brett Blanton, Architect of the Capitol

Number of Full-Time Employees: 2,444 as of September 30, 2022

FY 2022 Budget Authority: \$788.3 million

Mission: Serve Congress and the Supreme Court, preserve America's Capitol and inspire memorable experiences.

Vision: Working together, we strengthen and showcase the foundation, facilities and functions supporting American democracy.

Did You Know?

The AOC serves as steward for the U.S. Capitol Building, the U.S. Capitol Visitor Center, the House and Senate office buildings, the Library of Congress buildings, the Supreme Court of the United States, the U.S. Botanic Garden, the Capitol Power Plant and other surrounding grounds and facilities. The major facilities on the Capitol campus that fall under the AOC's care are displayed in **Figure 1**. A virtual tour of the Capitol campus is available at: www.aoc.gov/virtual-capitol.

To learn more about the AOC, watch our video, "We Are AOC": www.aoc.gov/about-us/who-we-are.

FIGURE 1: Map of the U.S. Capitol Campus



Performance Results in Brief

In FY 2022, the AOC tracked progress toward four strategic goals:

1. Maintain Awe-Inspiring Facilities
2. Provide Extraordinary Services
3. Foster an Innovative and Empowered Workforce
4. Operate as One Team, Dedicated to One Mission

The Bridge Strategic Plan covering FY 2022–FY 2025 includes six strategic objectives:

- AOC University
- Building Official
- Cultural Behaviors Transformation
- Enterprise Asset Management
- Human Capital Strategy
- Vision 2100 Master and Strategic Plans

Table 1 identifies the agency’s key performance indicators (KPI) aligned with the Bridge Strategic Plan.

View the AOC’s FY 2022 performance highlights video: www.aoc.gov/par.

TABLE 1: Summary of Key Performance Indicators				
STRATEGIC GOAL / STRATEGIC OBJECTIVE	KPI TYPE	KPI	TARGET	RESULTS
Strategic Goal 1: Maintain Awe-Inspiring Facilities	Operational KPI	Reduce Cumulative Energy Intensity Use	≥44.0%	48.3% Met
Strategic Goal 1: Maintain Awe-Inspiring Facilities	Operational KPI	Facility Condition Index	≤55.6%	51.9% Met
Strategic Goal 2: Provide Extraordinary Services	Operational KPI	Customer Satisfaction With Projects	≥90.0%	96.4% Met
Strategic Goal 3: Foster an Innovative and Empowered Workforce	Operational KPI	External Safety Inspection Findings	< 1,247	876 Met
Strategic Objective: AOC University	Strategic KPI	Satisfaction Rate for Training Availability	Establish Baseline	Met
Strategic Objective: AOC University	Strategic KPI	Percent of Staff Receiving Nonmandatory Training	Establish Baseline	Met
Strategic Objective: Enterprise Asset Management	Strategic KPI	Percent of Jurisdictions That Began Development of Their Asset Management Policies	100%	Not Met
Strategic Objective: Enterprise Asset Management	Strategic KPI	Selection of the EAM System	Selection of System	Not Met
Strategic Objective: Human Capital Strategy	Strategic KPI	Reduce the Time to Hire — Direct Hire Positions	Establish Baseline	Not Met
Strategic Objective: Human Capital Strategy	Strategic KPI	Reduce the Time to Hire — Competitive Positions	Establish Baseline	Not Met
Strategic Objective: Human Capital Strategy	Strategic KPI	Reduce the Internal Promotion Rate	Establish Baseline	Not Met
Strategic Objective: Human Capital Strategy	Strategic KPI	Reduce the Voluntary Turnover Rate	Establish Baseline	Not Met
Strategic Objective: Human Capital Strategy	Strategic KPI	Reduce the Cost Per Hire — Competitive Positions	Establish Baseline	Not Met
Strategic Objective: Vision 2100 Master and Strategic Plans	Strategic KPI	Publish a Complete Report, Including Diagrams, Images and Sufficient Documentation To Convey Vision 2100	Publish Report	Not Met
Strategic Objective: Vision 2100 Master and Strategic Plans	Strategic KPI	Develop an Expanded Narrative Vision for the Key Focus Areas of the Capitol Complex in the Year 2100	Develop Expanded Narrative	Not Met
Strategic Objective: Vision 2100 Master and Strategic Plans	Strategic KPI	Develop a Set of Long-Term Goals for Guiding the Achievement of the Capitol Complex Vision	Develop Long-Term Goals	Not Met
Strategic Objective: Vision 2100 Master and Strategic Plans	Strategic KPI	Develop Documentation That Will Culminate in the Adoption of a Governance Structure to Oversee the Development of a CCMP	Develop Documentation	Not Met

Financial Results in Brief

As evidence of our commitment to financial accountability and transparency, in FY 2022 the AOC:

- Received its 18th consecutive unmodified (clean) audit opinion on its financial statements
- Served as a pilot organization to test the new Treasury E-Invoicing system, representing small agencies for the Momentum® Enterprise Resource Planning and construction contracts
- Deployed multiple system updates including the GSA Unique Entity Identifier conversion and Robotic Process Automation tools to automate invoice payment support processes

TABLE 2: Select Financial and Related Nonfinancial Data (\$ in millions)

	FY 2022	FY 2021	PERCENT CHANGE
Total Assets	\$3,961.4	\$3,825.5	4%
Total Liabilities	\$479.8	\$452.2	6%
Total Net Position	\$3,481.6	\$3,373.3	3%
Total Revenues	\$83.7	\$76.9	9%
Total Net Cost of Operations	\$705.1	\$755.7	(7%)
Total Appropriations	\$788.3	\$1,007.6	(22%)
Facility Space Managed (Square Feet)	More than 18.4 million	More than 18.4 million	-%
Grounds Managed (Acres)	More than 570	More than 570	-%
Full-Time Employees	2,444	2,493	(2%)

TABLE 3: Independent Auditor’s Internal Control Findings

	FY 2022	FY 2021
Material Weakness	Control Gap Identified for Environmental Liabilities	Control Gap Identified for Retrospective Reviews of Estimates
Significant Deficiencies	None	None

FIGURE 2: Summary of Total Assets

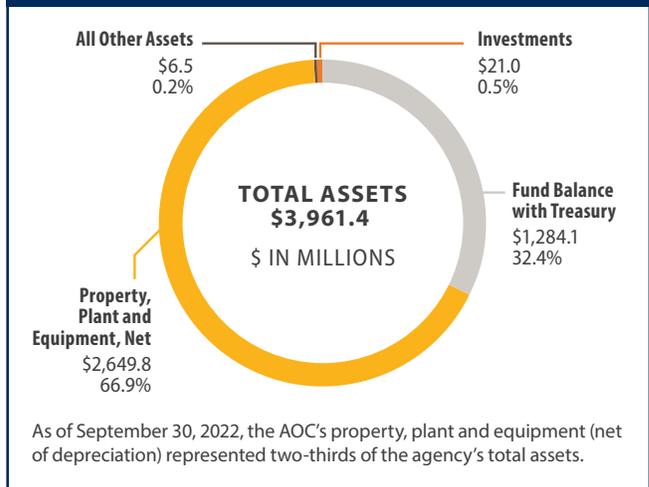
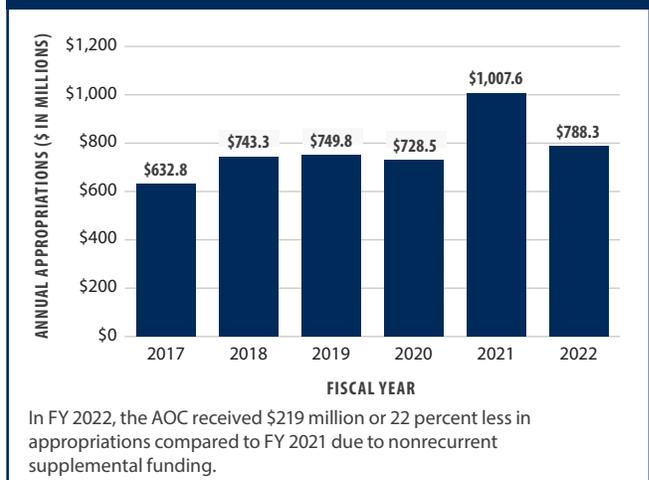


FIGURE 3: Summary of Total Liabilities



FIGURE 4: Trend in Total Appropriations





The AOC completed a multiyear project to renovate the Senate Underground Garage and Senate Parks. The project included the rehabilitation of the central fountain, pictured here, as well as the reflecting pool, planters and the surrounding pavement.

Forward-Looking Information in Brief

The AOC identified and prioritized the following critical enterprise-level risks for FY 2022 and beyond:

Cybersecurity: The risk of network intrusion by malicious internal and external threats.

Physical Security: The risk that the AOC fails to protect people, property, physical assets and information from threats, actions and undesirable events that could cause damage and/or loss.

Deferred Maintenance and Capital Renewal: The risk that the AOC does not obtain the resources required or implement the processes needed to adequately reduce the deferred maintenance and capital renewal backlog.

Life Cycle Project Management: The risk that AOC projects are not effectively planned, scoped and executed within the approved parameters (i.e., cost, schedule, safe delivery, high quality and with minimal client disruption).

Manager-Employee Engagement Expectations: The risk that the AOC is not intentional and timely in regularly communicating agency priorities and other essential information with employees across the agency.

Workplace Health and Safety: The risk that the AOC fails to provide a physically and emotionally safe work environment.

Data Quality and Governance: The risk that decision-quality data is not readily available to achieve strategic initiatives and there is no established data governance structure, which compromises data security.

Expectation (External Communications): The risk that the AOC does not manage the needs and expectations of stakeholders (i.e., clients, customers and oversight entities) in concert with the AOC’s capacity to fulfill requests.

IT Infrastructure: The risk that the AOC does not have a proper IT infrastructure in place to support current and future technology requirements.

The AOC’s Office of Inspector General identified additional management opportunities and performance challenges facing the organization: human capital management, employee wellness and culture of employee misconduct and noncompliance, accessibility, auditability and records retention, cybersecurity, whistleblower protections, balancing safety, security and preservation, working capital fund, and waste and accountability.

The AOC Performance and Accountability Highlights provides a summary of the AOC’s FY 2022 Performance and Accountability Report, following the Citizen-Centric Reporting model established by the AGA. The full report is available online at: www.aoc.gov/par.

For more information about the Architect of the Capitol, visit our website at: www.aoc.gov.

This report is issued with data as of November 16, 2022.



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Message From the Architect of the Capitol



The Honorable J. Brett Blanton
Architect of the Capitol

It is an honor to share the Architect of the Capitol's (AOC) Fiscal Year (FY) 2022 Performance and Accountability Report (PAR). This report provides the results of this year's independent audit, discusses our performance against our strategic framework and identifies risks and opportunities. The AOC is rooted in a tradition of unique craftsmanship and ingenuity. Tracing its beginnings to 1793, the AOC serves as the builder and caretaker of the Capitol campus, which now includes more than 18.4 million square feet of facilities, more than 570 acres of grounds and thousands of works of art. The daily operation and stewardship of these historic assets is at the core of the AOC's mission to serve Congress and the Supreme Court, preserve America's Capitol and inspire memorable experiences.

During FY 2022, we created an empowering new vision statement and continued to move forward with Vision 2100, launching the AOC's organizational transformation and providing a strategic outlook for the next century. Vision 2100 will create a governance structure to inform the development of the 20-year Capitol Complex Master Plan. The AOC also published a Bridge Strategic Plan this fiscal year, covering FY 2022–FY 2025. The first two strategic goals — (1) Maintain Awe-Inspiring Facilities and (2) Provide Extraordinary Services — address our core mission. The next two goals — (3) Foster an Innovative and Empowered Workforce and (4) Operate as One Team, Dedicated to One Mission — support our four core values: Respect, Integrity, Safety and Empower. The Bridge Strategic Plan identifies new strategic objectives that are critical to building a responsive, safe and inclusive agency. Together, the AOC's mission, vision, core values, strategic goals and strategic objectives provide a framework to chart the agency's performance and leverage our core competencies.

Major FY 2022 accomplishments, by strategic goal, include:

Maintain Awe-Inspiring Facilities

The AOC continued construction and renovation projects across the Capitol campus. These projects included the continued execution of Phase 3 of the Cannon Renewal, along with the continuation of projects to repair the deteriorating stone and metal features on monumental buildings like the U.S. Capitol Building and the Russell Senate Office Building. Major projects concluded this year include a redesign of the U.S. Capitol Visitor Center's (CVC) Exhibition Hall and the multiyear Rayburn Garage Interior Rehabilitation. The U.S. Capitol Grounds received an arboretum accreditation increase, making it one of only 40 institutions worldwide to attain a Level III accreditation from the arboretum accreditation agency ArbNet. The AOC undertook retro-commissioning of several buildings on the Capitol campus to enhance their energy performance. To preserve our heritage assets, the AOC began a pilot preservation project in the U.S. Capitol's Senate Reception Room and completed routine conservation on the U.S. Capitol Rotunda's benches and eight historical paintings. Several projects were also completed to improve Capitol campus accessibility, including the installation of specialty elevator lifts at the U.S. Capitol's Senate Chamber dais. As part of our transformation, the AOC also established the Building Official position to ensure safety and building code compliance.

Provide Extraordinary Services

We had the privilege of supporting several high-profile special events, including the State of the Union address, the lying in state ceremonies for Senators Robert J. Dole and Harry M. Reid Jr. and Representative Donald E. Young, the lying in honor ceremony for Medal of Honor recipient Hershel "Woody" Williams and a virtual address to Congress from Ukrainian President Volodymyr Zelenskyy. Equally important, we began preparations for congressional office moves associated with the midterm elections and supported numerous congressional hearings, such as the March 2022 Supreme Court confirmation hearings. To improve customer expectations, we initiated a pilot program to develop quantifiable service level standards for custodial and grounds management services. As the legislative branch purchasing agent for personal protective equipment, we worked diligently to procure more than 350,000 COVID-19 rapid antigen test kits and more than 400,000 masks for the Capitol campus community. We also contracted for more than 180 specialized cleanings for interior locations and U.S. Capitol Police vehicles impacted by positive COVID-19 cases. To expand the reach of the U.S. Botanic Garden (USBG) and the CVC, several online and virtual programs, educational materials and video tours were created. For example, the CVC debuted an augmented reality app, Who Are the People? to provide

interactive content on the statues in the CVC. In addition, after more than two years of closure due to the pandemic, the Capitol campus reopened to the public in spring 2022. The USBG Conservatory fully reopened, while the CVC began tour, gift shop and restaurant operations under a phased approach.

Foster an Innovative and Empowered Workforce and Operate as One Team, Dedicated to One Mission

Our workforce is the backbone of the agency and, like so many organizations, our staff has been challenged and tested over the past two years. I am especially proud to acknowledge that three AOC employees were honored as finalists for the Samuel J. Heyman Service to America Medals for their leadership during the cleanup, restoration and enhanced security of the Capitol campus following the events of January 6, 2021. To adapt to the new reality of hybrid work environments, we updated the agency's telework policy, allowing our leadership to provide expanded telework capabilities, when appropriate. We also published a Human Capital Strategic Plan, to outline the agency's strategy to recruit, develop and retain a strong workforce. Up-to-date training is key to providing our staff with the skills and knowledge to perform work safely, meet the agency's mission needs and champion our staff's development. As a result, we conducted a gap analysis and developed an operating model for our AOC University strategic objective. We also developed several new training programs covering areas such as project delivery, power plant operations, safety and visitor services. To meet our Cultural Behaviors Transformation strategic objective, the AOC facilitated opportunities for employees to provide input and revised our anti-harassment training.

Looking to the Future

This fiscal year, our Enterprise Risk Management Team led the agency's efforts to identify and prioritize the most critical risks facing the agency, develop appropriate responses and continuously monitor the response plans. The two highest-ranked risks are cybersecurity and physical security. Cybersecurity is an increasing concern for the agency, as a proliferation of debilitating cyberattacks continue to affect government and private entities.

As the events of January 6, 2021, have shown, physical security is of paramount importance to the Capitol campus. We have

engaged with internal and external partners to identify the top priorities arising from a comprehensive physical security assessment of the Capitol campus to strengthen our security posture. Our third highest risk, the deferred maintenance and capital renewal backlog, was estimated at \$2.06 billion as of September 30, 2022. We are committed to addressing this backlog using modern tools such as an enterprise asset management system to provide for data-driven fiscal decisions and prioritization. Additional risks relate to life cycle project management, manager-employee engagement, workplace health and safety, data quality and governance, customer expectations and IT infrastructure.

Despite these risks, I am pleased to report that the AOC remains committed to transparency and accountability to our stakeholders. As stated in the Architect's Statement of Assurance on page 39, I provide my assurance that, except for the control gap for environmental liabilities, the financial and performance data presented in this report is complete, reliable and accurate. Furthermore, for the 18th consecutive fiscal year, we have received a clean opinion from our independent auditors on our consolidated financial statements.

Conclusion

The last two years have posed incredible challenges for the AOC. However, as we begin to move forward from the COVID-19 pandemic and implement programs to address pressing security needs, I am proud of the agency's response and the AOC team's resilience. The professionalism and hard work of our staff truly embodies the AOC's new vision: working together, we strengthen and showcase the foundation, facilities and functions supporting American democracy. I would like to thank Congress for its continued support of the AOC's work and for providing the necessary resources to care for the Capitol campus. As this report shows, we are committed to our mission to serve Congress and the Supreme Court, preserve America's Capitol and inspire memorable experiences.



J. Brett Blanton
Architect of the Capitol
November 16, 2022

Performance and Accountability Report

About This Report

The FY 2022 Performance and Accountability Report (PAR) provides the agency's financial and performance results to Congress and the American public. The report covers the fiscal year beginning October 1, 2021, and ending September 30, 2022, and was prepared in accordance with OMB Circular A-136, Financial Reporting Requirements. This annual report demonstrates the AOC's accountability for the public funds and property under its care.

The AOC is a legislative branch agency and, as such, is exempt from most federal financial management and reporting statutes. However, the AOC has adopted generally accepted accounting principles (GAAP) for financial reporting in a manner consistent with other federal agencies. In addition, as a best practice, the AOC references federal legislation and related guidance when establishing its agencywide financial management practices, as appropriate. These include:

- *Federal Managers' Financial Integrity Act of 1982*
- *Chief Financial Officers Act of 1990*
- *Government Performance and Results Act (GPRA) of 1993 (as amended by the GPRA Modernization Act of 2010)*
- *Government Management Reform Act of 1994*
- *Debt Collection Improvement Act of 1996*
- *Federal Financial Management Improvement Act of 1996*
- *Reports Consolidation Act of 2000*
- *Accountability of Tax Dollars Act of 2002*
- *Federal Information Security Modernization Act of 2014*
- *Antideficiency Act*
- Do Not Pay Initiative
- Office of Management and Budget (OMB) Circular A-11, Preparation, Submission and Execution of the Budget
- OMB Circular A-123, Management's Responsibility for Enterprise Risk Management and Internal Control
- OMB Circular A-136, Financial Reporting Requirements

“No Money shall be drawn from the Treasury, but in Consequence of Appropriations made by Law; and a regular Statement and Account of the Receipts and Expenditures of all public Money shall be published from time to time.”

U.S. Constitution, Article I, Section 9, Clause 7

Throughout this report, Capitol Highlights provide stories that spotlight major projects, events and agency accomplishments from the fiscal year. Infographics, charts, tables and photos provide further insight into the agency's accomplishments. The report also includes links to online videos, websites and social media platforms for additional information. References to other report sections appear in bold font to improve readability.

The report is available online (www.aoc.gov/par) and via mobile app to ensure it reaches the broadest possible audience. The report is available in multiple formats:

- **PDF** — A Section 508-compliant PDF version
- **Interactive Report** — A reader-friendly navigable digital version for online readers
- **Tablet Report** — An innovative version for Apple and Android tablet mobile users

As a complement to the full report, a six-page, citizen-centric highlights report (also Section 508-compliant) and a brief highlights video are available on the AOC's website.

How This Report is Organized

The FY 2022 PAR begins with a four-page summary of the agency’s financial and performance results and a message from the Architect of the Capitol, followed by the four main sections of the report, plus appendices.

Section 1: Management’s Discussion and Analysis

The Management’s Discussion and Analysis (MD&A) section highlights the AOC’s financial and performance results. The section also includes an overview of the agency history, mission, organizational structure, financial management systems, COVID-19 impact, legal compliance and the Architect’s Statement of Assurance. The agency’s forward-looking information concludes the MD&A.

Section 2: Performance Information

The Performance Information section communicates the annual performance results. The section describes the strategic planning process, performance data validation and verification, strategic goals and strategic objectives.

Section 3: Financial Information

The Financial Information section details the agency’s finances and includes a message from the Chief Financial Officer, the Inspector General transmittal, the independent auditors’ reports, the Architect of the Capitol’s response to the Inspector General, audited financial statements and notes and required supplementary information.

Section 4: Other Information

The Other Information section includes a summary of the financial statement audit and management assurances, the Inspector General’s Statement of Management Opportunities and Performance Challenges, payment integrity, real property capital planning and mandatory congressional reports on the AOC’s energy savings and sustainability, small business and human capital management programs.

Appendices

The appendices provide additional information about the agency, including the major facilities under the AOC’s care, a summary of the accomplishments and priorities for the operational jurisdictions, major exhibitions, visitor attendance data, a glossary of key terms and lists of abbreviations and acronyms cited throughout the report.

Certificate of Excellence in Accountability Reporting Program

For the 11th consecutive year, the AOC submitted its annual PAR for review by the AGA’s prestigious Certificate of Excellence in Accountability Reporting (CEAR) program. Because the annual audit was not completed before AGA’s submission deadline, the FY 2021 PAR was not eligible to receive the CEAR award. However, the AOC received a special Best-in-Class award for responsiveness to the prior year’s CEAR recommendations.

The AGA, in conjunction with the Chief Financial Officers Council and the OMB, created the CEAR program to enhance financial and program accountability. The special awards were created to encourage federal agency innovation and improvement in performance and accountability.





SECTION 1

Management's Discussion & Analysis



The AOC is responsible for the care and operation of the Capitol campus, including more than 18.4 million square feet of facilities, 570 acres of grounds and thousands of works of art.

Overview

The Management’s Discussion and Analysis (MD&A) section provides a summary of the AOC’s financial and performance accomplishments and challenges. The section opens with information on the AOC’s history, mission, vision, core values and organizational structure. This is followed by information on the strategic planning framework and key performance results, financial highlights and significant stewardship activities, financial management systems and strategies for improving mission-focused financial management. The MD&A also includes a discussion of the financial impact of the COVID-19 pandemic on the agency, management assurances required under the *Federal Managers’ Financial Integrity Act of 1982*, the *Federal Financial Management Improvement Act of 1996* and OMB Circular A-123 and the agency’s compliance with applicable financial laws and regulations. The section concludes with a forward-looking summary of the most significant risks identified by management through the enterprise risk management (ERM) program, along with the current and planned risk responses.

History of the AOC

1790-1800



The AOC’s origins date to the nation’s early years and the founding of the federal capital. The *Residence Act of 1790* established Washington, D.C. as the seat of the national government and authorized a Board of Commissioners to “provide suitable buildings for the accommodation of Congress.” The commissioners

hired Pierre Charles L'Enfant to develop a city plan and Andrew Ellicott to survey the boundaries of the 100-square-mile federal district. In 1792, Dr. William Thornton's depiction of a grand, two-winged structure topped by a central dome won a public competition for the design of the U.S. Capitol Building. Today he is credited as the first "Architect of the Capitol." Construction of the U.S. Capitol began when President George Washington set the building's cornerstone in 1793. Congress convened in the U.S. Capitol for the first time in 1800, despite the building's ongoing construction.

1801-1900



In 1802, Congress consolidated the duties of the Board of Commissioners into a superintendent, the Commissioner of Public Buildings and Grounds with the responsibility for the care of the U.S. Capitol — which at the time housed Congress, the Library of Congress (Library), the Supreme Court of the United States, the district courts and other offices — and the U.S. Capitol Grounds. Following the 1814 burning of the U.S. Capitol by British troops, the building was restored and expanded to accommodate the needs of an expanding Congress. During the 1850s and 1860s, a new position, the Architect of the Capitol Extension, oversaw the cast-iron dome construction and the addition of the north and south extensions to the U.S. Capitol. The artist Constantino Brumidi's murals in the U.S. Capitol, painted between 1855 and 1880, contributed greatly to the building's beauty and unique

symbolic character.¹ In 1867, Congress combined the responsibilities of the Commissioner of Public Buildings and Grounds with those of the Architect of the Capitol Extension. Between 1874 and 1892, the grounds surrounding the U.S. Capitol expanded based on the grand design of American landscape architect Frederick Law Olmsted. During this period, in 1876, Congress established the Architect of the Capitol as a permanent office under the legislative branch of the federal government.

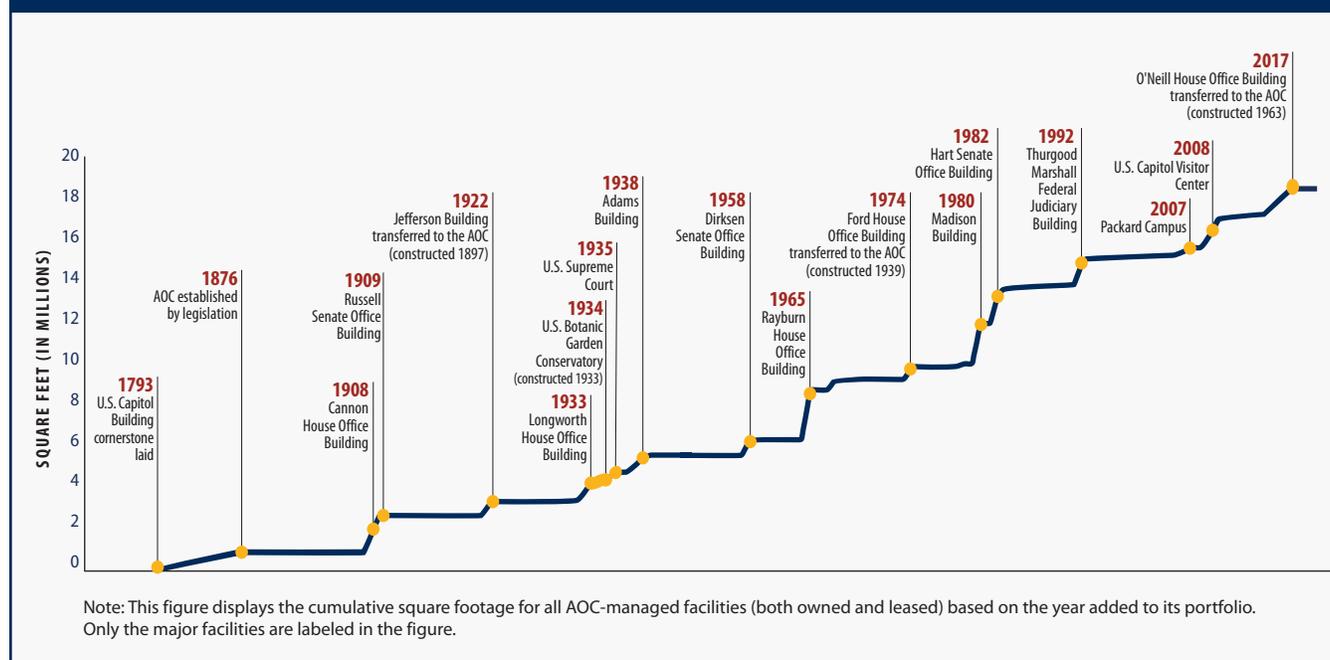
1901-2000



As the size of the Capitol campus continued to expand, so did the AOC's mission and responsibilities. During the 20th century, the agency assumed responsibility for the operation and maintenance of the Library's Thomas Jefferson Building and the U.S. Botanic Garden. The AOC also oversaw new construction on Capitol Hill to support the growing needs of Congress, the Supreme Court of the United States² and the Library of Congress. During this period, the AOC managed the construction of three House office buildings, three Senate office buildings, the Supreme Court of the United States, the Thurgood Marshall Federal Judiciary Building, the Library's John Adams Building and James Madison

- 1 Brumidi, who described himself as "the artist of the Capitol," was responsible for "The Apotheosis of Washington" and portions of the "Frieze of American History" in the U.S. Capitol Rotunda, along with murals throughout the corridors of the U.S. Capitol's Senate wing (named the Brumidi Corridors in his honor).
- 2 The AOC shares facility management responsibilities with the Marshal of the Supreme Court.

FIGURE 5: Growth in Facilities Under the AOC's Care



Memorial Building, the Capitol Power Plant's generator building and main boiler plant, and other support facilities. The U.S. Capitol was named a National Historic Landmark in 1960. In 2000, a symbolic groundbreaking was held to start the CVC's construction.

2001-Present



The 21st century began with the construction of the CVC (completed and opened to the public in 2008), the largest expansion of the U.S. Capitol, to enhance the security, comfort and educational experience of its visitors. In 2011, the AOC received responsibility for Union Square, a 13-acre site between the U.S. Capitol and the National Mall, which increased the land under the AOC's stewardship to more than 570 acres. In 2016, the AOC completed the U.S. Capitol Dome restoration and, in 2017, Congress transferred responsibility for the O'Neill House Office Building to the AOC. In 2018, the AOC completed construction on the Cogeneration Plant at the Capitol Power Plant. Currently, the AOC is conducting an approximately 10-year project to renew the Cannon House Office Building.

Although most of the AOC's managed facilities are located on or near Capitol Hill, the AOC also maintains support facilities in locations outside of the District of Columbia. **Figure 1** (Page i) provides a map of the major facilities on the Capitol campus. **Figure 5** (Page 2) charts the growth of the AOC's facility management responsibilities from the construction of the U.S. Capitol to the present day. **Appendix B** catalogs the major facilities under the AOC's care.

Watch Our Video:

A Mission We Love

www.youtube.com/watch?v=Qu5QuMMJL4



The USBG Conservatory reopened to the public in April 2022, with a roster of new exhibits, renovated garden spaces and improved accessibility. The USBG is the steward of a diverse plant collection and provides educational programs, tours and exhibits.



The AOC completed a restoration and modernization project of the Cannon Building Caucus Room in FY 2022.

Mission, Vision and Core Values

Mission

To serve Congress and the Supreme Court, preserve America's Capitol and inspire memorable experiences.

The tag line "Serve, Preserve, Inspire" succinctly summarizes the agency's mission and appears on the cover of this report.

Vision

Working together, we strengthen and showcase the foundation, facilities and functions supporting American democracy.

Core Values

The AOC's shared workplace values influence the choices made and the actions taken to meet the agency's mission. These four core values (Respect, Integrity, Safety and Empowerment) allow the AOC's employees to RISE together.

RESPECT | We treat one another with civility and kindness, so that we honor the value and dignity of all people.

INTEGRITY | We demonstrate honesty, ethics and reliability, so that we earn trust and do what is right.

SAFETY | We are governed by the foundation of safety always, so that we can feel safe, make safe and be safe.

EMPOWERMENT | We are one team seeking better ways to do our work, so that we all contribute to the success of the AOC.

Serving Congress and the Supreme Court, the AOC is the steward of the landmark buildings and grounds on the Capitol campus. This responsibility includes caring for more

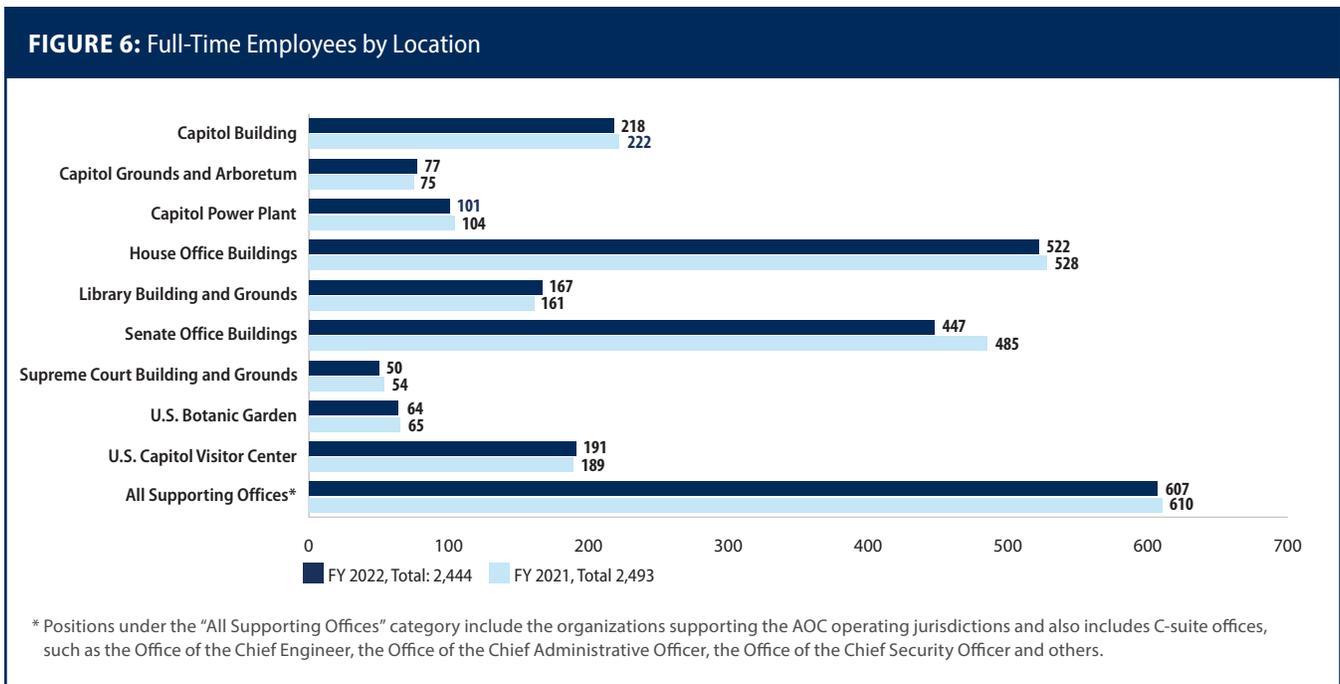
than 18.4 million square feet of facilities, which include such historic buildings as the U.S. Capitol Building, the Senate and House office buildings, the Thomas Jefferson Building and the Supreme Court of the United States. The agency's duties also include the care of more than 570 acres of grounds and thousands of treasured works of art.

The Capitol campus is home to more than 30,000 daily occupants, including the AOC's workforce of more than 2,400 full-time employees and additional seasonal staff. The AOC team works behind the scenes, day and night, to provide Congress and the Supreme Court with the facilities and infrastructure to conduct their business. The historic, high-profile nature of many of its facilities creates a complex environment within which the AOC carries out its mission. The AOC provides professional expertise on the preservation of architectural and artistic elements entrusted to its care and recommendations concerning design, construction and maintenance of the facilities and grounds. The diverse workforce includes architects, carpenters, custodians, electricians, engineers, gardeners, historic preservation specialists, laborers, masons, mechanics, painters, planners, plasterers, plumbers, sheet metal workers, upholsterers, visitor service professionals, woodcrafters and other craftspeople. These artisans and professionals use a combination of cutting-edge techniques and centuries-old trade skills in the care and preservation of the Capitol campus. The **Infographic: Architect of the Capitol Responsibilities** displays the agency's extensive mission responsibilities. Additional information on the workforce and the expertise it contains is available on the AOC website. See: www.aoc.gov/what-we-do/areas-expertise.



Figure 6 provides the distribution of full-time employees by location. As shown, the combined full-time staff assigned to the three largest operating jurisdictions (i.e., those responsible for the U.S. Capitol and the Senate and House office buildings) totaled 1,187 employees at the fiscal year-end, more than 48 percent of the agency's total. The number of full-time AOC

employees decreased by 49 (2 percent) from the prior fiscal year. While the majority of the agency's staff is required to work on-site at the Capitol campus, the use of shared desk space and regular teleworking is allowed when possible as the agency evaluates its operational demands and future workforce needs.



Organizational Structure

The Architect of the Capitol

The Architect of the Capitol is both the name of the U.S. legislative branch agency responsible for the maintenance of the Capitol campus, as well as the title for the leader of the agency.³ The AOC is organized around the Office of the Architect, a C-suite of executives and other offices, which together provide directed assistance to the agency's jurisdictions. The AOC jurisdictions are the front-line service providers to Congress and the Supreme Court. This organizational structure maximizes efficiencies and effectiveness and enables the agency to deliver on its mission. **Figure 7** presents the organization chart as of September 30, 2022. The AOC's organizational directory is available online at: www.aoc.gov/about-us/organizational-structure.

The Office of the Architect

The Office of the Architect provides an enterprise perspective and vision for the agency and helps the AOC navigate the legal, political and regulatory landscapes for the C-suite. The Office of the Architect includes the Architect of the Capitol, the Deputy Architect of the Capitol, the Chief of Staff, the General Counsel, the Legislative and Public Affairs Director and the Safety and Code Compliance Director. Additionally, the Equal Employment

³ Throughout this report, the acronym "AOC" refers to the agency and not to the individual appointed to lead the agency.

Did You Know?

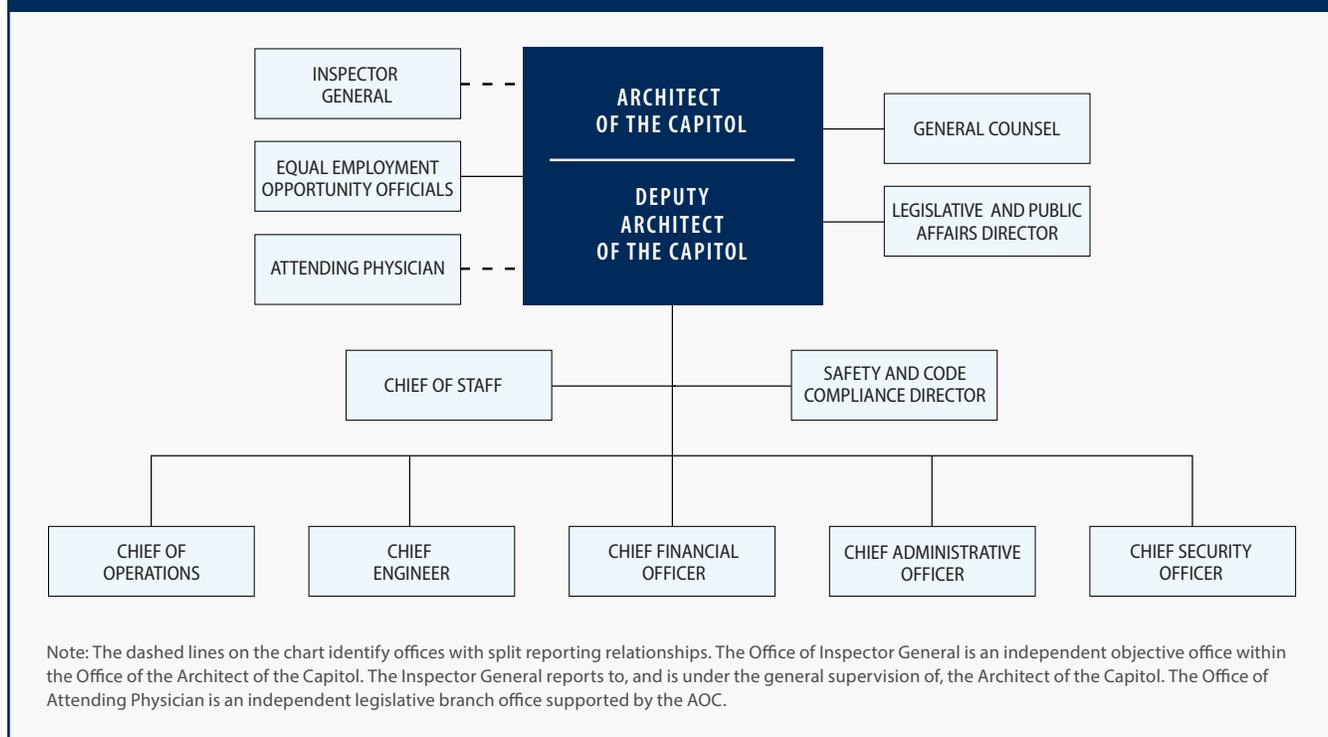
In April 2022, Architect of the Capitol J. Brett Blanton joined Senator Roy Blunt, author Ronald C. White, Ph.D. and the U.S. Capitol Historical Society to celebrate the 200th birthday of Ulysses S. Grant and the 100th anniversary of the Grant Memorial.

Opportunity Officials have a direct reporting relationship to the Architect, and the Inspector General and the Attending Physician operate independently while having administrative reporting relationships with the Architect of the Capitol. The Office of the Architect is funded by the AOC's Capital Construction and Operations appropriation.

Architect of the Capitol

The AOC is led by the Architect of the Capitol. Appointed by the president and subject to Senate confirmation, the Architect of the Capitol serves a 10-year term. In addition to leading the agency, the Architect of the Capitol serves as the acting director of the U.S. Botanic Garden, as a member of the Capitol Police Board and the Congressional Accessibility Services Board and as an ex-officio member for the U.S. Capitol Preservation Commission and the National Building Museum. Additionally, the Architect of the Capitol is a member of the District of Columbia Zoning Commission, the President's Advisory

FIGURE 7: The AOC Organization Chart



Council on Historic Preservation, the National Capital Memorial Advisory Commission, the Art and Advisory Committee to the Washington Metropolitan Area Transit Authority and the National Institute for the Conservation of Cultural Property. **Appendix A** provides a list of the individuals who have served as the Architect of the Capitol.

The Deputy Architect of the Capitol (currently vacant) assists the Architect of the Capitol in running the agency. The **Chief of Staff** provides executive support to the Architect of the Capitol and the Deputy Architect of the Capitol and serves as the liaison to the Office of Inspector General and the U.S. Government Accountability Office (GAO).

The Equal Employment Opportunity (EEO) Officials support the commitment to providing a work environment free of discrimination and harassment. The office oversees agency efforts to promote an inclusive, respectful and civil workplace and enables supervisors and employees to proactively deal with conflict resolution. The Chief Administrative Officer is designated as the Equal Employment Opportunity officer.

The Office of Attending Physician (OAP) provides primary care, emergency, environmental and occupational health services in support of the congressional community, the Supreme Court, visiting dignitaries, pages, staff and tourists. The OAP operates multiple health units across the Capitol campus. More recently, the OAP has provided information to the congressional community regarding the COVID-19 pandemic. While the OAP is a separate legislative branch office and receives direction from the Attending Physician, the AOC provides administrative support to the OAP.

The Office of General Counsel (OGC) provides legal guidance on matters involving construction and service contracts, occupational safety and health, labor management and employee relations, environmental issues, new and proposed legislation, insurance and liability and property acquisition management. The OGC serves as the AOC's supervising ethics office.

The Office of Inspector General (OIG), established by the *Architect of the Capitol Inspector General Act of 2007*, promotes the integrity, efficiency and effectiveness of operations and programs. The OIG conducts independent audits and investigations, reviews existing and proposed legislation and regulations, recommends policies to promote economy and efficiency and detects and prevents fraud and abuse. The OIG issues a semiannual report to Congress. The OIG reports are available online at: www.oversight.gov.

The Office of Legislative and Public Affairs is responsible for strategic communication initiatives, legislative affairs and media and community relations. The office oversees communications to Members of Congress and their staff and to external parties such as the press, government agencies and the public. The

office also creates a variety of resources for agency stakeholders including graphics, videos, publications and web content.

The Office of the Chief Administrative Officer (OCAO) provides administrative and business support and includes the AOC University; Curator Division; Diversity, Inclusion and Dispute Resolution (DI/DR) office; Human Capital Management Division (HCMD); Information Technology Division (ITD); Office Services Division; Policy and Special Programs Division and Supplies, Services and Logistics Division. The Curator Division is responsible for the care and conservation of the architectural, fine and decorative arts under the AOC's stewardship and management of the agency's Photography and Technical Imaging Branch and the Records Management and Archives Branch. See: www.aoc.gov/about-us/organizational-structure/office-chief-administrative-officer.

The Office of the Chief Engineer (OCE) provides consolidated services to the AOC, including long-range facility planning, architectural and engineering design, historic preservation, and project, program and construction management. The office conducts Capitol campus master planning, building performance audits, retro-commissioning and facility condition assessments (FCA). The office manages an energy and sustainability program, provides project-funded, in-house construction services, supports critical Capitol campus systems and oversees the enterprise asset management (EAM) and building automation systems. See: www.aoc.gov/about-us/organizational-structure/office-chief-engineer.

The Office of the Chief Financial Officer (OCFO) acquires and distributes resources that sustain the financial needs of the operational jurisdictions and central services of the AOC. The OCFO provides the core functions of budgeting, accounting, financial systems operations, ERM, program analysis and evaluation and enterprise data management. The office provides real-time financial analysis and information that promotes economy, builds evidence-based requirements and maximizes performance. See: www.aoc.gov/about-us/organizational-structure/office-chief-financial-officer.

The Office of the Chief of Operations (OCO) oversees nine operational jurisdictions. **Figure 8** displays the operational jurisdictions that report to the Chief of Operations. In this organizational structure, the operational jurisdictions are the "supported" elements within the AOC. Each jurisdiction is funded by a separate appropriation and is described in more detail below.

Appendix B lists the major facilities under the AOC's stewardship and **Appendix C** highlights each operational jurisdiction's FY 2022 accomplishments and FY 2023 priorities.

The Office of the Chief Security Officer (OCSO) includes the Capitol Police Buildings, Grounds and Security jurisdiction and

designates and provides oversight of the execution of security-related and sensitive facility and infrastructure projects. The OCSO is responsible for the maintenance, care and operation of the buildings, grounds and physical security enhancements of the U.S. Capitol Police, related campuswide physical security infrastructure and an off-site campus supporting all legislative branch agencies. The OCSO also coordinates interagency emergency preparedness and manages internal security programs and policies, including personnel suitability and badging, emergency management, continuity of operations, critical infrastructure and resiliency programs and the emergency management program. See: www.aoc.gov/about-us/organizational-structure/office-chief-security-officer.

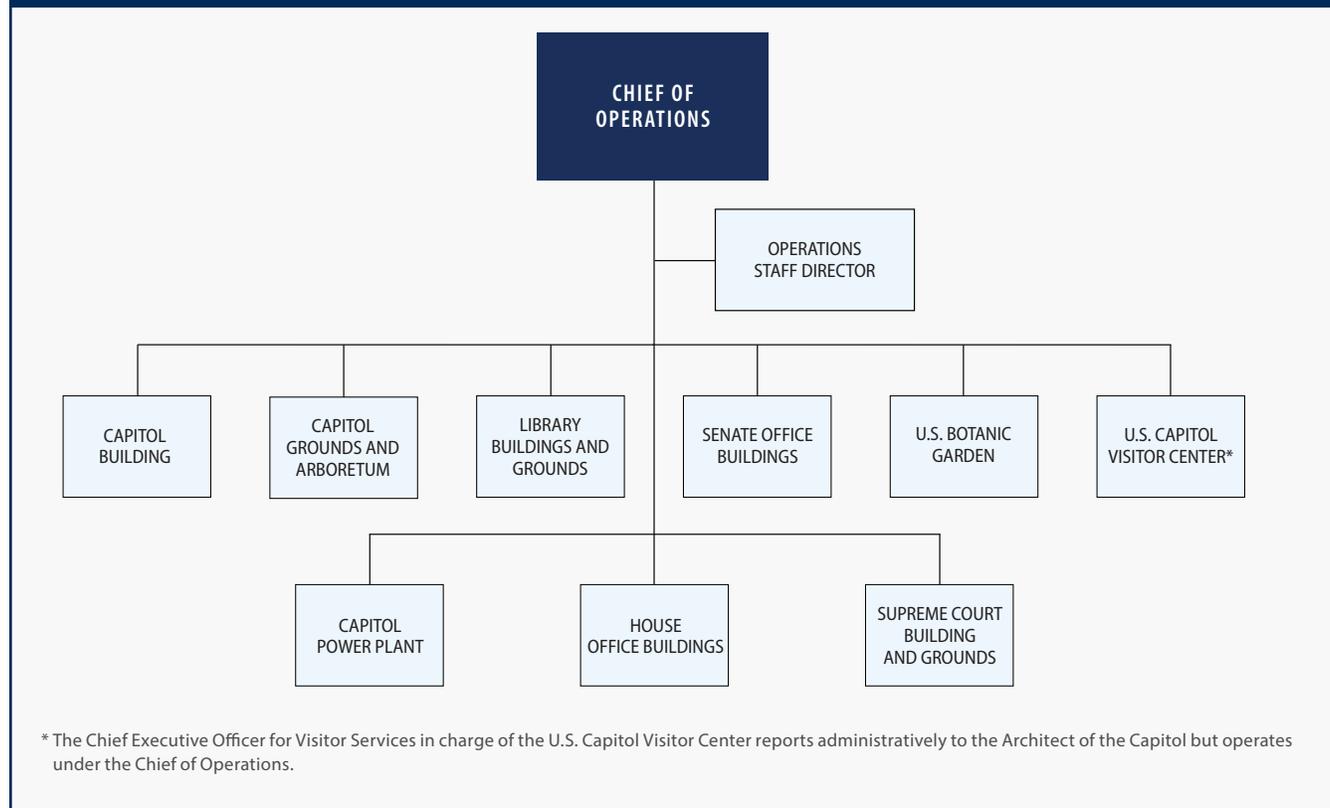
The Office of Safety and Code Compliance (SCC) is responsible for leading the AOC's efforts to provide a world-class safety culture, reduce injuries and incidents and ensure that the agency complies with safety, fire and environmental regulations. The office establishes safety, environmental and fire prevention and protection policy, oversees code and industry standard compliance and conducts oversight.

It serves as the point of contact with regulatory agencies for occupational safety and health, fire protection and environmental matters.

Operational Jurisdictions

- **The Capitol Building** jurisdiction is responsible for the care and stewardship of the U.S. Capitol Building. The jurisdiction's services include carpentry, construction, custodial, electrical, elevator, heating and air conditioning, insulation, labor, masonry, painting, plumbing and sheet metal. It supports special events held on the Capitol campus (see: **Figure 9**) and manages the CVC's facility maintenance. The jurisdiction supports programs related to occupational safety and health, sustainability, recycling and energy management and fire detection and protection management. The jurisdiction also manages the Capitol Flag Program, allowing citizens to request a flag that has been flown over the U.S. Capitol via their congressional offices. See: www.aoc.gov/about-us/organizational-structure/office-chief-operations/capitol-building-jurisdiction.

FIGURE 8: The Office of the Chief of Operations



- **The Capitol Grounds and Arboretum** jurisdiction maintains and preserves the historic landscape of the Capitol campus, designed by Frederick Law Olmsted. The grounds encompass 286 acres of landscape and infrastructure across Capitol Hill, including Union Square, the 13-acre site situated between the U.S. Capitol Building's West Front and the National Mall. In FY 2022, the arboretum accreditation agency ArbNet upgraded the grounds — which include over 4,600 trees and approximately eight miles of roadways, 17 acres of parking lots and 16 miles of sidewalks — to a Level III arboretum. The jurisdiction provides professional grounds management services, vehicle and equipment maintenance, sustainable irrigation practices and masonry restoration and preserves historically and architecturally significant landscape elements and memorials. The jurisdiction also provides snow removal and trash collection across the Capitol campus. In addition, the jurisdiction supports major events, including presidential inaugurations, lying in state ceremonies, National Law Enforcement Officers Memorial services and the Capitol Christmas Tree selection and display. See: www.aoc.gov/about-us/organizational-structure/office-chief-operations/capitol-grounds-arboretum-jurisdiction.
- **The Capitol Power Plant** jurisdiction manages year-round power plant operations, providing and distributing steam and chilled water to heat and cool the U.S. Capitol Building and 22 other facilities on and around the Capitol campus. The jurisdiction also maintains the Cogeneration Plant, an administration building and the utility tunnel distribution and metering system. The power plant operates on a reimbursable basis for noncongressional facilities and procures electricity from commercial suppliers. See: www.aoc.gov/about-us/organizational-structure/office-chief-operations/capitol-power-plant-jurisdiction.
- **The House Office Buildings** jurisdiction is responsible for the operation, maintenance and preservation of more than 5 million square feet of facility space, including the Cannon, Ford, Longworth, O'Neill and Rayburn House Office Buildings, underground garages, annexes and subways. The jurisdiction provides oversight for the facilities' daily care, repairs and maintenance and performs client services, preventive maintenance, building inspector surveys, compliance issues abatement, energy savings initiatives and safety inspections. Managing the office and committee space for the Members of the U.S. House of Representatives and the biennial office move process for U.S. House Members are also duties of this jurisdiction. See: www.aoc.gov/about-us/organizational-structure/office-chief-operations/house-office-buildings-jurisdiction.
- **The Library Buildings and Grounds** jurisdiction is responsible for the life-cycle operation, maintenance, development and stewardship of the Library of Congress facilities and surrounding grounds. The jurisdiction's real property assets span 4.4 million square feet of space and include: the Thomas Jefferson Building; John Adams Building; James Madison Memorial Building and the Special Services Facility Center on Capitol Hill; the Packard Campus for Audio-Visual Conservation in Culpeper, Virginia; the Library Collections Storage Facilities on the 100-acre campus at Fort Meade, Maryland; and other leased facilities. See: www.aoc.gov/about-us/organizational-structure/office-chief-operations/library-buildings-grounds-jurisdiction.
- **The Senate Office Buildings** jurisdiction oversees office and committee space for the United States Senate. The jurisdiction is responsible for the management, operations, maintenance and preservation of over 3 million square feet of facility space, including the Russell, Dirksen and Hart Senate Office Buildings, the Daniel Webster Page Residence, the Senate Employees' Child Care Center and off-site leased facilities housing Senate support organizations. The jurisdiction plans, designs and executes major construction and renovation projects, coordinates Senate office and committee moves, oversees operations for Senate food services, garage facilities and health and fitness, maintains pedestrian tunnels and subway systems between the Senate buildings and the U.S. Capitol Building, promotes sustainability and energy-reduction measures, ensures compliance with accessibility, environmental and safety standards and provides customer service to senators, staff and visitors to the Senate buildings. See: www.aoc.gov/about-us/organizational-structure/office-chief-operations/senate-office-buildings-jurisdiction.

■ **The Supreme Court Building and Grounds** jurisdiction operates and maintains the Supreme Court of the United States and the Thurgood Marshall Federal Judiciary Building. The AOC is responsible for the structural and mechanical care and maintenance of the Supreme Court of the United States and its grounds. The AOC performs these responsibilities under the direction of the Marshal of the Supreme Court. Appropriations are provided to the AOC in the federal judiciary branch's annual appropriation bill. The AOC provides care and maintenance, minor construction and capital project support in the Marshall Building to the Administrative Office of the U.S. Courts on a reimbursable basis. See: www.aoc.gov/about-us/organizational-structure/office-chief-operations/supreme-court-buildings-grounds-jurisdiction.

Did You Know?

In February 2022, the AOC awarded the contract for the first phase of the Supreme Court Interior Courtyard Stone Cleaning and Restoration Program. The program will restore the facility's stone façade, which also serves to preserve and extend its life expectancy.

■ **The U.S. Botanic Garden** jurisdiction oversees the maintenance, operation and construction of all USBG facilities, including the Conservatory, the Regional Garden, Pollinator Garden, the First Ladies Water Garden, the Rose Garden and the Bartholdi Fountain and Gardens. The jurisdiction is also responsible for the USBG administration building and a plant production and support facility with 34 greenhouse bays, outdoor nurseries and areas for storage and maintenance. The USBG is the steward of a diverse plant collection and provides educational programs, tours and exhibits. As a leader in plant conservation, the USBG was a founder of the Sustainable SITES Initiative (SITES®) to encourage sustainable landscaping. The Architect of the Capitol serves as acting director of the USBG and reports on its operations to Congress. See: www.aoc.gov/about-us/organizational-structure/office-chief-operations/botanic-garden-jurisdiction and www.usbg.gov.

■ **The U.S. Capitol Visitor Center** jurisdiction manages the CVC. The underground facility serves as the main visitor entrance to the U.S. Capitol Building and offers a welcoming and educational atmosphere for visitors to learn about the House, Senate and legislative process, as well as the history and development of the architecture and art of the U.S. Capitol. It houses exhibits, a restaurant, two orientation theaters, a large auditorium, two on-site gift shops and an online gift shop. More than 25 million people from around the world have visited the CVC since its opening in 2008. See: www.aoc.gov/about-us/organizational-directory/capitol-visitor-center-jurisdiction and www.visitthecapitol.gov.

FIGURE 9: Special Events at the AOC

Performance Highlights

Strategic Planning Framework

The new Bridge Strategic Plan FY 2022–2025 maintains the existing strategic goals while also focusing on an agencywide transformation and incorporating multiple agency strategic objectives. It serves as an intermediary plan until the next five-year strategic plan is developed.

Strategic Goals

The Bridge Strategic Plan's framework has been structured around the agency's mission, vision and core values. The four strategic goals are:

- **Strategic Goal 1: Maintain Awe-Inspiring Facilities** addresses the agency's stewardship of the structures and grounds of the Capitol campus. This goal ensures visitors to the Capitol campus and those who work within its facilities experience the grandeur of these historic treasures at their very best.
- **Strategic Goal 2: Provide Extraordinary Services** addresses the support the AOC provides to the prestigious occupants of our facilities in their critical mission to govern our country. In addition, the goal addresses service to visitors from across the nation and around the world in discovering and celebrating the symbolic core of American democracy on Capitol Hill.
- **Strategic Goal 3: Foster an Innovative and Empowered Workforce** supports the AOC's efforts to empower the agency staff members to exercise greater responsibility for their performance and proactively apply informed judgments and innovations in identifying results-oriented solutions.
- **Strategic Goal 4: Operate as One Team, Dedicated to One Mission** supports and encourages collaboration among the AOC's wide-ranging functions, jurisdictions and organizations.

The first two goals, Maintain Awe-Inspiring Facilities and Provide Extraordinary Services, are externally focused, guiding facilities maintenance, operational support, project delivery, preservation and client and visitor services. The next two goals, Foster an Innovative and Empowered Workforce and Operate as One Team, Dedicated to One Mission, are internally focused, concentrating on promoting employee engagement and accountability, as well as a culture of innovation, collaboration and safety. **Section 2: Performance Information** provides a complete discussion of the AOC's performance results.

Operational KPIs

Operational KPIs represent the agency's most critical operational metrics from the prior Strategic Plan. **Table 4** shows the number of operational KPIs associated with each strategic goal and a summary of the FY 2022 results. The metrics, displayed in **Tables 7** through **9**, are organized by strategic goal. The performance highlights also include narrative summaries of major program and project results for each strategic goal.

TABLE 4: Operational KPIs

STRATEGIC GOAL	NUMBER OF OPERATIONAL KPIs	MET	NOT MET
Strategic Goal 1: Maintain Awe-Inspiring Facilities	2	2	0
Strategic Goal 2: Provide Extraordinary Services	1	1	0
Strategic Goal 3: Foster an Innovative and Empowered Workforce	1	1	0
Strategic Goal 4: Operate as One Team, Dedicated to One Mission	0	N/A	N/A

Strategic Objectives

The Bridge Strategic Plan includes new strategic objectives developed from the AOC's organizational transformation initiatives defined in FY 2021. Accomplishing these objectives is critical to laying the foundation for the agency's long-term success and providing a governance framework that supports effective management. Each strategic objective aligns with multiple strategic goals. The strategic objectives are identified in **Table 5**.

The Bridge Strategic Plan includes 28 performance goals supporting the strategic objectives. Within these performance goals are strategic KPIs that assess progress toward the performance outcomes. The FY 2022 Agency Strategic Performance Plan includes 13 KPIs. **Table 6** shows the number of performance goals and KPIs associated with each objective.

Data Validation and Verification

In accordance with the GPRAMA, the AOC strives to ensure the completeness, reliability and quality of all performance measurement data. The agency has the mechanisms in place to validate and verify the accuracy of information collected and reported. Validation and verification support the accuracy and reliability of performance data, reduce the risk of inaccurate data and provide a sufficient level of confidence that the information is credible. These efforts include internal agency assessments that address standards and procedures, data

entry and transfer, data integrity, data quality, data limitations and oversight. Subject matter experts and agency executives conduct regular performance data meetings that provide an opportunity to put information in the hands of agency managers. This shared knowledge allows the AOC to assess the

quality and reliability of its performance information. **Section 2: Performance Information** provides a complete discussion of the AOC's data validation and verification processes, as well as performance results.

TABLE 5: Strategic Objectives

OBJECTIVE	DESCRIPTION
AOC University	AOC University will expand development and training opportunities in areas that are important to meeting the AOC's mission, while also supporting employee development of knowledge, skills and career advancement. This effort will foster individual and organizational learning that maximizes performance and supports employees in achieving their career goals.
Building Official	The Building Official will ensure building code and safety and environmental industry standards are applied to AOC facilities for project execution. The Building Official will also ensure safe and effective construction and maintenance efforts across the AOC and provide final approval for project occupancy.
Cultural Behaviors Transformation	This effort will encourage a culture in which employees and customers experience the AOC as a "best place" in the federal government. This objective emphasizes the AOC's values and empowers personnel at every level to practice those values every day. This objective enables us to Foster an Innovative and Empowered Workforce who will and can Provide Extraordinary Services and Operate as One Team, Dedicated to One Mission.
Enterprise Asset Management	Enterprise Asset Management (EAM) will provide a thorough asset management strategy to inform AOC priorities and provide for data-driven fiscal decision-making. Once implemented, EAM will allow the AOC to proactively manage maintenance strategies, mitigate obsolescence, restore reliability, reduce long-term costs and forecast resource requirements.
Human Capital Strategy	The Human Capital Strategy will provide proactive workforce planning and collaboration between the HCMD and AOC organizations to address skill gaps and ensure workforce readiness. This objective ensures that the AOC attracts, hires, develops, retains, engages, promotes and rewards its employees through progressive strategies that support and advance the AOC's mission and strategic goals.
Vision 2100 Master and Strategic Plans	This strategic objective establishes the perspective for the Capitol campus for the next century by incorporating best practices from futurists, visionaries and urban planning experts. Once completed, Vision 2100 will serve as a visionary framework that will drive the Capitol Complex Master Plan (CCMP). The CCMP will provide the 20-year, enterprise-level guidance that will inform the AOC Strategic Plan and execute the objectives of Vision 2100. This objective enables the AOC to Maintain Awe-Inspiring Facilities and Operate as One Team, Dedicated to One Mission.

TABLE 6: Performance Goals and Key Performance Indicators

STRATEGIC OBJECTIVE	NUMBER OF PERFORMANCE GOALS			NUMBER OF STRATEGIC KPIs		
		MET	NOT MET		MET	NOT MET
AOC University	3	2	1	2	2	0
Building Official	3	2	1	N/A	N/A	N/A
Cultural Behaviors Transformation	4	3	1	N/A	N/A	N/A
Enterprise Asset Management	5	2	3	2	0	2
Human Capital Strategy	7	7	0	5	0	5
Vision 2100 Master and Strategic Plans	6	5	1	4	0	4



The AOC completed the restoration of the Russell Senate Office Building Courtyard as part of the Russell Exterior Envelope Project. The project also addressed ADA-accessibility issues within the space.

Strategic Goal 1

Maintain Awe-Inspiring Facilities

The strategic goal to Maintain Awe-Inspiring Facilities focuses on the agency’s stewardship of the Capitol campus and the assets entrusted to its care. This strategic goal addresses the agency’s core facilities maintenance, stewardship and sustainability responsibilities, while also ensuring a safe, healthy and secure environment through the efficient use of resources, integrated facility planning and sustainable practices. As shown in **Table 7**, there are two operational KPIs associated with this strategic goal. These operational KPIs track the sustainability and facility conditions of major buildings on the Capitol campus. The agency met its targeted operational performance for both of the operational metrics.

In addition, the following narratives spotlight key FY 2022 accomplishments aligned with this strategic goal:

Related Enterprise-Level Risks:

- Physical Security
- Deferred Maintenance and Capital Renewal
- Life Cycle Project Management

Related Strategic Objectives:

- Building Official
- Enterprise Asset Management
- Vision 2100 Master and Strategic Plans

Capital Project Delivery

Cannon Renewal: Phase 3 of the Cannon House Office Building renewal is nearly complete, as is the design review and award for the final phase of the project (Phase 4). Notable Phase 3 accomplishments included the ongoing construction of a

TABLE 7: Maintain Awe-Inspiring Facilities Operational KPIs

OPERATIONAL KPI	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022 TARGET	FY 2022 RESULTS
Reduce Cumulative Energy Intensity Use. Reduce energy use across the Capitol campus.	35.0% Met	34.0% Not Met	47.9% Met	50.8% Met	48.8% Met	≥44.0%	48.3% Met
Facility Condition Index (FCI). Reduce the percent of major buildings in poor or fair condition.	48.1% No Target Set	40.7% No Target Set	44.4% No Target Set	48.1% Not Met	55.6% Not Met	≤55.6%	51.9% Met

Infographic: Cannon Renewal Project Phases

new fifth floor, completion of the Veterans' Affairs Hearing Room upgrades and the restoration and modernization of the Cannon Caucus Room. Following independent assessments of project costs by the Office of Inspector General, the AOC pursued recovery of unallowable reimbursements. The AOC also improved cost estimating methodologies to mitigate risks to cost and schedule due to pandemic-related cost escalations, material inflation costs, supply chain delivery issues and labor shortages. See: **Infographic: Cannon Renewal Project Phases** and **Capitol Highlights: Cannon Renewal**.

CVC Exhibition Hall Update: The AOC completed a major redesign and renovation of Exhibition Hall, the CVC's 16,500 square-foot exhibition space, which included updating interpretive material and content, gallery and lighting design, programming and communications. The AOC also launched an audience evaluation program to aid in developing the hall's content. Exhibition Hall, which had closed in March 2020 for the renovation, reopened to the public in August 2022, featuring new interactive and immersive content designed to educate visitors about Congress and the notion of "We the People." Critical elements of the redesign were the creation of a new Special Exhibits Gallery that roughly doubled the square footage previously available for temporary exhibits, as well as the expansion and improvement of audiovisual content.

Russell Exterior Envelope Project: The AOC continued work on the third and final sequence of the project to preserve exterior stone, wood-framed windows and glazed doors of the historic Russell Senate Office Building. The project scope also included rehabilitating the balcony flooring, balustrades and chimneys; mitigating life-safety hazards; and improving infrastructure systems for greater efficiency. In FY 2022, the AOC completed stone cleaning and restoration, window restoration and scaffolding removal on the west side of the building and the building rotunda. The project is expected to be substantially completed in December 2022.

U.S. Botanic Garden Production Facility Renewal: The AOC finalized the program of requirements and awarded the schematic design contract for the USBG Production Facility Renewal, an ambitious project to replace the greenhouses, upgrade infrastructure, add a quarantine greenhouse and create an education center and an urban agriculture demonstration farm. The design phase of this project began with a base contract for a state-of-the-art, sustainable Production Facility that will better house living plant collections and provide a safer work environment for AOC employees.

Preservation Projects and Initiatives

Capitol Exterior Preservation — Stone and Metal: The AOC continued work on Phase 3 of this project, which aims to preserve and restore the U.S. Capitol's deteriorating stone façade and architectural metals. This fiscal year, the AOC continued scaffolding installation allowing for the removal of paint from the original sandstone and limestone face. Paint removal prepared the building for the start of stone repair. This fiscal year, the project work included restoration of metal railing, removal of existing bird deterrent material and cleaning and consolidation of stone. During this phase, the upper west terrace was closed, impacting occupant use and special events. See: **Appendix D** for a summary of the AOC's major stone repair, façade and preservation projects.

Capitol Plaster and Paint Conservation: The AOC began a phased project to repair plaster and restore paint finishes in the U.S. Capitol Building's second floor south and west corridors. After decades of repainting, the weight of multiple paint layers caused the plaster to deteriorate. For each phase, the AOC will temporarily relocate all art, furniture, sculptures and chandeliers and construct scaffolding and containments. Analysis of the paint used during past finishes and coordination of the new paint schemes with Senate leadership will ensure historically appropriate restoration. All work of the first phase was completed during off-hours to minimize noise and disruptions. The restoration is expected to be completed by spring 2023.

CAPITOL HIGHLIGHTS

Olmsted 200th Anniversary

The year 2022 marks the 200th anniversary of the birth of Frederick Law Olmsted, the renowned 19th-century landscape architect who designed and expanded the U.S. Capitol Grounds. Regarded as the founder of American landscape architecture, Olmsted completed hundreds of landscape projects — including New York City's Central Park — in addition to his work on the Capitol Grounds from 1874 to 1892.

To commemorate Olmsted 200, a national campaign honoring Olmsted's legacy, the Capitol Grounds and Arboretum jurisdiction collaborated with the CVC on a new video tour of the U.S. Capitol Grounds, educational programs, discussions and demonstrations spotlighting unique elements of his designs, including the Summerhouse, hardscape features and historic trees. The AOC's Urban Forester, Melissa Westbrook, presented a joint paper to a National Park Service symposium for an audience consisting of academia, landscape architects and historians. The presentation, titled "Finding Olmsted in the Restoration of the U.S. Capitol Grounds," highlighted the challenges, unexpected findings and applications of a complex process that integrates archival research with current geospatial data for analyzing the integrity of the historic design and planning for future plantings.

In FY 2022, preservation efforts included restoring and returning the Olmsted bronze lanterns to the lower portions of the Olmsted wall, restoring an Olmsted iron lamppost that was damaged on January 6, 2021, and performing critical repairs to historic masonry. These successes exemplify the AOC's efforts to preserve its historic assets for future generations.

www.visitthecapitol.gov/celebrating-capitol-grounds



A paintings conservator conducts work on a ceiling mural, part of the Thomas Jefferson Building Mural Conservation project that was completed in FY 2022.

Olmsted Landscape Preservation: The AOC continued its efforts to restore and preserve the historic hardscape features on the U.S. Capitol Grounds, originally designed by Frederick Law Olmsted between 1874 and 1892. The project involved cleaning and restoring the original bronze, replacing the glass, cleaning the stonework, producing replica metalwork, improving the lighting and repairing the Summerhouse. See: **Capitol Highlights: Olmsted 200th Anniversary.**

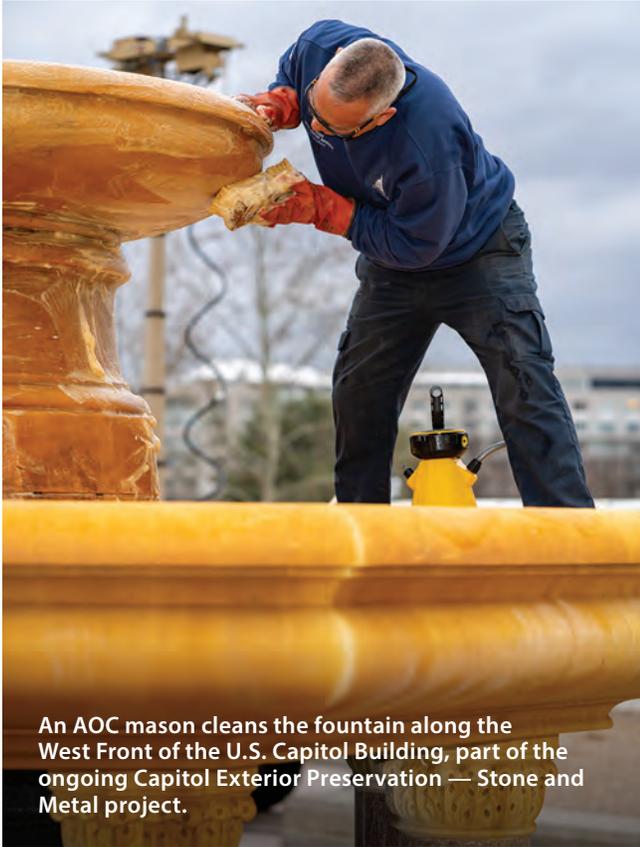
Thomas Jefferson Building Mural Conservation: The AOC continued the Thomas Jefferson Building Mural Conservation project, which included the restoration of the Pompeian panels of the virtues by the artist George W. Maynard on the second floor of the Great Hall. Further work included removing overpaint, stabilizing areas of paint loss, compensating losses with fills and inpainting and applying glazing.

Supreme Court Bronze Restoration: The AOC restored the historical bronze flagpole bases and lamppost fixtures at the Supreme Court of the United States. The process removed layers of pollution and remediated the visible impact of oxidation, weather and aging, which had obscured the architectural details.

Facilities Maintenance

Deferred Maintenance Management: The deferred maintenance and capital renewal backlog has been a recurring challenge for the AOC. This fiscal year, following EAM recommendations, the AOC piloted a Uniformat Level 5 FCA of several facilities.⁴ These FCAs provide an additional degree of detail that assists with work identification, prioritization

⁴ Uniformat is a scalable construction industry standard catalog for FCAs and construction cost estimating. Level 5 is a granular level.



An AOC mason cleans the fountain along the West Front of the U.S. Capitol Building, part of the ongoing Capitol Exterior Preservation — Stone and Metal project.

and tracking. The Line Item Construction Program (LICP) also facilitates the identification and prioritization of needed projects for congressional funding consideration. In conjunction with this program, a project charter process identifies the LICP project requirements as early as possible.

Utility Tunnel Repairs and Waterproofing: The buildings on the Capitol campus receive utility services through a network of underground tunnels. Within the utility tunnels, deteriorating concrete and piping components need urgent, immediate repairs to reduce the risk of tunnel failure, groundwater infiltration, and to avoid interruptions of electrical, water, steam and communications services to the Capitol campus. To remediate these issues, the AOC is continuing a multiyear effort to repair the utility tunnels, including the refurbishment of concrete utility vaults that address water leakage and awarded a long-term service contract for the maintenance, repair and operations support of the tunnel distribution system.

Facilities Operations

Level III Arboretum Accreditation: The U.S. Capitol Grounds and Arboretum attained an accreditation upgrade from Level II to Level III through ArbNet, a global network of arboreta. ArbNet created its Arboretum Accreditation Program to establish and share a set of industry standards. The accreditation upgrade was achieved in part by formalizing the arboretum management program, increasing collaboration

with other professional organizations and creating opportunities to educate the public and the Capitol Hill community about the importance of the arboretum and urban forests. The AOC is now one of only 44 institutions worldwide to attain this prestigious Level III accreditation.

Building Retro-Commissioning: The AOC expanded its energy conservation and sustainability programs by retro-commissioning several buildings on the Capitol campus. Retro-commissioning is the systematic process for investigating, analyzing and optimizing existing building equipment and system performance through operational and maintenance improvement measures. In FY 2022, the AOC focused on retro-commissioning HVAC systems in the CVC, Rayburn and Longworth House Office Buildings and the Dirksen and Russell Senate Office Buildings.

Utility Master Plan: The AOC continued the development of a Utility Master Plan for the Capitol campus. The plan will include a comprehensive assessment of current utility equipment conditions and technical solutions to improve energy resilience and reduce energy costs and the environmental impact of Capitol campus operations. An advisory panel of national experts was convened to review the technical assessments and develop recommendations. The completed plan will inform Vision 2100 and the next 20-year CCMP.

Did You Know?

The AOC completed a stormwater management project at the Capitol Power Plant that includes subterranean rainwater detention, helping to meet current D.C. Department of Energy and Environment standards.

Energy Reduction: The AOC continued its commitment to reducing energy consumption through energy savings performance contract projects (ESPC) at the Library Buildings and Grounds jurisdiction and various capital renewal and sustainability initiatives. The construction on the ESPC at the Library of Congress was completed this fiscal year; it replaced fluorescent lights with LEDs, installed a new lighting control system, updated aging HVAC systems and replaced water fixtures and transformers. Additional accomplishments this fiscal year included significant progress on the Capitol Power Plant's Refrigeration Plant Revitalization project, initiation of an energy efficient geothermal heating and cooling system at the Senate Underground Garage and retro-commissioning projects for the HVAC units in the Rayburn and Longworth House Office Buildings, the CVC and the Russell and Dirksen Senate Office Buildings. The AOC's initiatives resulted in a 48.3 percent decrease in energy intensity, exceeding the 44 percent target.



AOC contractors install a preliminary study for “The Apotheosis of Washington” mural by Constantino Brumidi, part of a new exhibit at the CVC’s Exhibition Hall. The AOC completed a major redesign and renovation of Exhibition Hall, which reopened to visitors in FY 2022.

Strategic Goal 2

Provide Extraordinary Services

The AOC’s strategic goal to Provide Extraordinary Services is intended to ensure the proactive delivery of professional and integrated services that exceed client and visitor expectations. This goal addresses the core function of supporting Congress and the Supreme Court, as well as providing visitor services for the public and internal support services for the agency’s business units. As shown in **Table 8**, there is one operational KPI associated with this strategic goal. In FY 2022, the agency met its targeted performance for the operational KPI measuring customer satisfaction with construction projects.

In addition, the following narratives spotlight key FY 2022 accomplishments aligned with this strategic goal:

Related Enterprise-Level Risks:

- Expectation (External Communications)

Related Strategic Objectives:

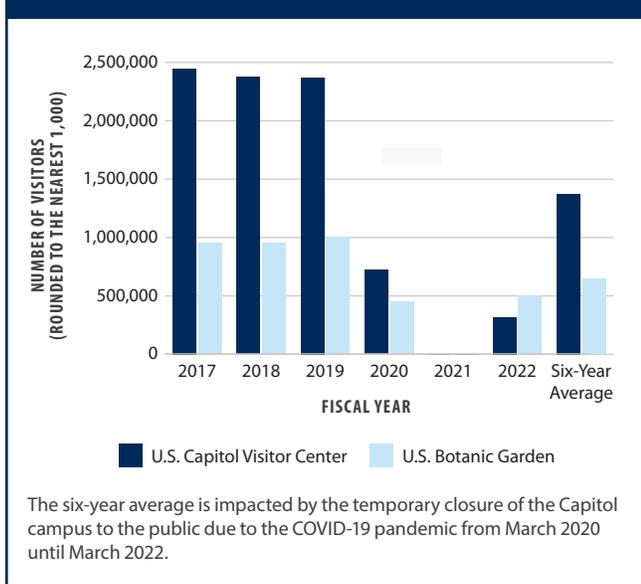
- Building Official
- Enterprise Asset Management
- Cultural Behaviors Transformation

Visitor Services

Resumed Public Access to the CVC and USBG: The CVC and USBG Conservatory reopened to the public after more than two years of closure due to the COVID-19 pandemic. The CVC took a phased approach. Starting in late March 2022, limited

TABLE 8: Provide Extraordinary Services Operational KPI

OPERATIONAL KPI	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022 TARGET	FY 2022 RESULTS
Customer Satisfaction With Projects. Maintain high customer satisfaction with projects.	92.4% Met	94.7% Met	95.9% Met	95.0% Met	94.9% Met	≥ 90.0%	96.4% Met

FIGURE 10: Capitol Campus Visitation

in-person tours were allowed for student groups and those led by Members of Congress and their staff. Then, in late May, the CVC expanded in-person tours to ticketed visitors, while increasing the operational hours for the facility. Visitors to the CVC were greeted with new and enhanced tour experiences and a newly renovated Exhibition Hall featuring interactive and immersive programming. The USBG Conservatory fully reopened to the public in April 2022, with new exhibits, renovated garden spaces and improved accessibility. The opening exhibit, “Cultivate: Growing Food in a Changing World,” is the largest USBG exhibit to date, occupying numerous indoor and outdoor spaces. As shown in **Figure 10**, this fiscal year, the CVC and USBG welcomed approximately 317,000 and 502,000 visitors, respectively. See: **Capitol Highlights: Capitol Campus Reopened for Visitors.**

Expanded Educational Programs: The AOC continued to expand its on-site and virtual learning opportunities. At the CVC, agency staff developed four new synchronous online student program modules that were delivered to classrooms across 13 states and the Republic of Ireland. The on-site student program “VOTE!” was adapted into an online interactive learning module, teaching students about the legislative process through active participation and role-play. The CVC also published online video tours spotlighting the U.S. Capitol Grounds in celebration of Frederick Law Olmsted’s 200th birthday. At the USBG, the education team continued to extend its reach through online programs reaching all 50 states and Washington, D.C., plus 27 countries. The USBG staff expanded its virtual field trip program from the Washington, D.C. metropolitan area to Title 1 schools in Maine and West Virginia. The USBG also collaborated with the National Center for Appropriate Technology to offer urban farm training for military veterans, implementing a hybrid format with online classes and in-person farm visits in Baltimore, Maryland.

Hosted Outdoor Holiday Display: With the USBG Conservatory closed during the holiday season due to the COVID-19 pandemic, the USBG developed and installed its popular annual holiday display in the outdoor gardens adjacent to the Conservatory. The holiday exhibit included model trains circulating through global, agriculture-themed displays made from plant materials, multiple displays of poinsettias and plant-based models of D.C. landmark buildings in Conservatory window displays, holiday decorations and lights. The holiday show featured a new pop-up gift shop operated by a local small business in collaboration with the Friends of the U.S. Botanic Garden. The well-received gift shop was followed by an exhibit-related shop in the West Gallery once the Conservatory reopened.

Online Gift Shop: The CVC continued its successful online gift shop operations to improve accessibility to Capitol-related merchandise, such as commemorative books, office décor, educational products and apparel. All products sold through the gift shop are made-in-the-USA. To explore the online gift shop, visit: <https://shop.visitthecapitol.gov>.

Client Services

Supported Special Events: The AOC supported multiple special and high-profile events throughout the fiscal year. Prominent events included the State of the Union address, lying in state ceremonies for the Honorable Robert J. Dole, the Honorable Harry M. Reid and the Honorable Donald E. Young, lying in honor ceremony for Medal of Honor recipient Hershel “Woody” Williams, the virtual address to Congress by Ukrainian President Volodymyr Zelenskyy in the Congressional Auditorium, and a first-of-its-kind town hall event, “Live from the Capitol: January 6th, One Year Later,” in which the president and vice president addressed the nation from National Statuary Hall. Support for these events included conceptual layouts and designs, room setups and seating logistics while exercising COVID-19 precautions. See: **Figure 9: Special Events at the AOC.**

Did You Know?

The AOC has produced a podcast, “Shaping History: Women in Capitol Art,” honoring women featured in U.S. Capitol sculptures and paintings who have shaped American history. The podcast features curators, historians, artists, descendants of honored subjects and eyewitnesses that animate the stories behind the women and the art that depicts them.

Provided Support for Congressional Hearings: The AOC supported various congressional hearings this fiscal year, including the Senate’s Supreme Court Justice nominee hearings and the House of Representative’s January 6th Select Committee hearings. AOC staff completed extensive advance preparations for the hearings and provided seamless logistical and audiovisual support for live television coverage of the events.

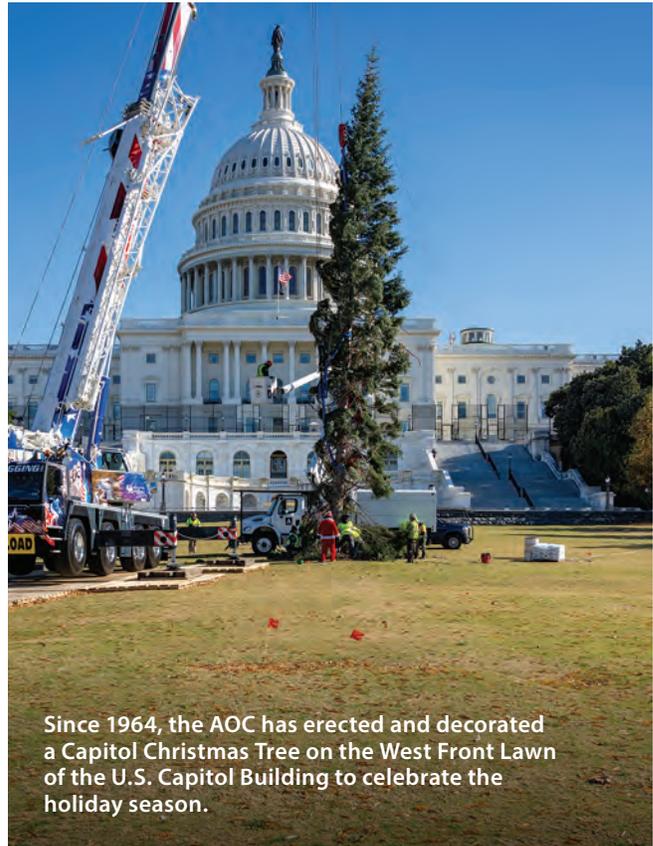
Improved Accessibility on the Capitol Campus: The AOC embarked on several projects to remediate the *Americans with Disabilities Act* (ADA) deficiencies identified by the Office of Congressional Workplace Rights to provide the greatest accessibility feasible on the Capitol campus. Notable accomplishments include the design, fabrication and installation of two custom lifts at the U.S. Capitol's Senate Chamber dais to provide ADA-compliant wheelchair access from the floor to the intermediate and upper levels. The AOC also continued to improve physical accessibility throughout the Capitol campus by installing and renovating ramps, sidewalks and curb cuts and installing accessible entrances in the House and Senate office buildings, along with ADA-related construction in the northeast quadrant of Capitol Square. See: **Capitol Highlights: An Accessible Capitol Campus.**

Automated Service Requests: Following client concerns over support timeliness, the AOC successfully piloted an automated email confirmation process for facility work order requests and instituted client feedback surveys. The agency also created metrics for facility work order performance. In FY 2022, the AOC maintained a 95 percent on-time work order resolution rate.

Completed the Senate Food Service Master Plan Study: The AOC coordinated the master plan study that analyzed all Senate food venues to improve service and operations, while developing options to modernize dining areas, kitchens and catering services in the Senate office buildings and the Senate side of the U.S. Capitol. The master plan study focused on designing food service facilities in the Dirksen Senate Office Building and the U.S. Capitol.

Prepared for Congressional Office Moves: The AOC began preparations for the congressional office moves associated with the November 2022 elections and the swearing in of the 118th Congress. The agency instituted new programs to better coordinate with each Member office and committee. The online suite selection tool for the Senate received further upgrades to assist with moves. In addition, the jurisdiction worked with the House Office Building Commission on a new hallway policy codifying the rules for Member offices and committee spaces.

Began Developing Service Level Standards: The AOC began a pilot project to develop quantifiable standards of service, beginning with custodial and grounds management services. These standards will help identify the various categories of spaces the AOC is responsible for and provide a unified approach to delivering services based on industry benchmarks and best practices, thus improving transparency and accountability by linking agency resources with performance outcomes. The defined service levels will be incorporated into agreements that support stakeholder expectation management, risk management and resource planning.



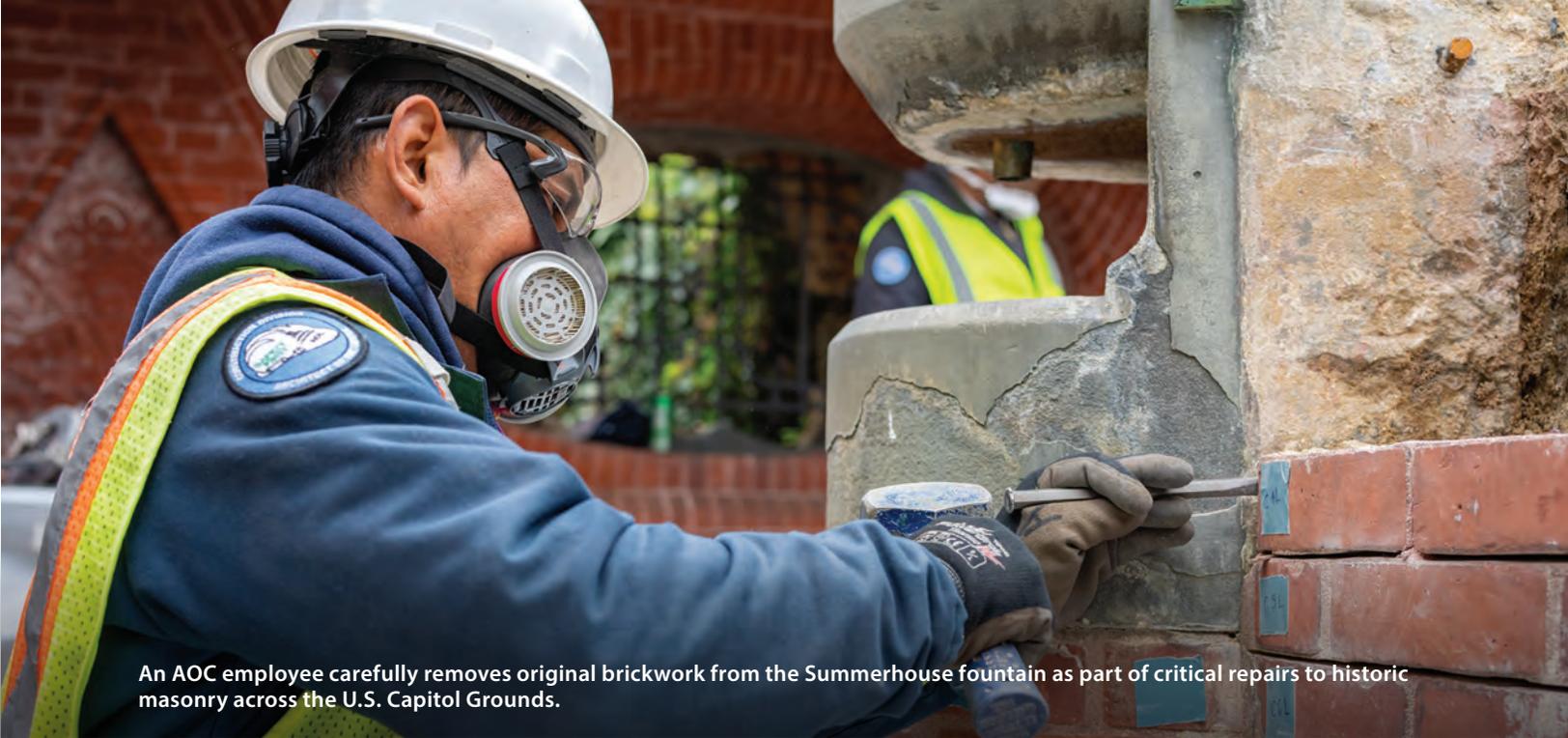
Since 1964, the AOC has erected and decorated a Capitol Christmas Tree on the West Front Lawn of the U.S. Capitol Building to celebrate the holiday season.

Implemented COVID-19 Prevention Measures: The AOC responded quickly to detect and prevent the rapidly spreading COVID-19 omicron variant by distributing more than 26,000 COVID-19 rapid antigen test kits and more than 20,000 masks to the Capitol campus community.

Internal Customer Services

Employee Assistance Programs: The AOC continued to offer an Employee Assistance Program (EAP) to support the emotional and physical well-being of all employees and ensure a safe, secure and caring work environment. The AOC offers free and confidential emotional support services to all employees through the Employee Assistance Program. The program provides access to trained counselors, including a 24/7 telephone counseling support service delivered by qualified behavioral health professionals.

Implemented Robotic Process Automation: To improve the prompt payment of invoices and streamline accounts payable operations, the AOC used robotic process automation (RPA) to issue invoice notifications to contracting officer representatives and provide invoice-to-payment validations. The automation of these processes enabled the accounting staff to perform more complex analyses and promoted timely vendor payment practices.



An AOC employee carefully removes original brickwork from the Summerhouse fountain as part of critical repairs to historic masonry across the U.S. Capitol Grounds.

Strategic Goal 3

Foster an Innovative and Empowered Workforce

The AOC’s strategic goal to Foster an Innovative and Empowered Workforce is intended to cultivate an organizational culture that attracts, develops and retains exceptional employees. It is also intended to encourage employee innovation and advance inclusive, staff-oriented programs and processes to accomplish the agency’s mission. This goal encourages the organization to embrace change through accountability, outstanding leadership and continuous improvement. As shown in **Table 9**, there is one operational KPIs associated with this strategic goal. In FY 2022, the agency met its targeted performance for this operational metric.

In addition, the following narratives spotlight key FY 2022 accomplishments aligned with this strategic goal:

Maximized Telework and Workplace Flexibilities: The AOC continued supporting a telework option where possible to reduce the risk of employee exposure to COVID-19 in the workplace while maintaining productivity. The agency further revised its telework policy to provide supervisors the ability to

Related Enterprise-Level Risks:

- Manager-Employee Engagement Expectations

Related Strategic Objectives:

- AOC University
- Cultural Behaviors Transformation
- Human Capital Strategy

extend telework options to all employees with suitable duties. In addition, the AOC implemented hybrid work schedules allowing for one-on-one meetings and team gathering opportunities to foster an inclusive environment, especially for new staff. The positive impact of these flexibilities on employee morale and retention led to their permanent adoption.

Enhanced Training: The AOC continued to develop training programs that provide employees with the necessary skills

TABLE 9: Foster an Innovative and Empowered Workforce Operational KPI

OPERATIONAL KPI	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022 TARGET	FY 2022 RESULTS
External Safety Inspection Findings. Reduce the safety findings identified by the Office of Congressional Workplace Rights.	1,003 No target set	1,219 No target set	1,805 No target set	1,492 Not Met	2,050 Not Met	<1,247 (average of the prior six years)	876 Met

and knowledge to meet the agency's mission needs. Training programs were enhanced in the following areas:

- **Project Delivery** — Employees supporting project delivery attended a two-day session on project management processes, procedures, resources and support.
- **Power Plant Operations** — Capitol Power Plant employees received specialized technical training on a broad range of subjects including high-voltage electrical equipment, hazardous materials and environmental management systems.
- **Safety** — The AOC provided 305 safety classes to more than 1,400 employees. The safety training covered topics such as lockout/tagout, scaffolding and asbestos awareness.
- **Visitor Services** — For CVC staff, a new two-part training session on world-class service was developed and delivered, focusing on communication, service skills and ways to create memorable experiences for visitors.
- **Cross-Training** — Cross-training and job rotation opportunities at the Senate Office Buildings jurisdiction allowed staff to learn additional skills, ensured staffing for 24/7 operations and eased COVID-19-related staffing issues.

Expanded Career Advancement Opportunities: To address ongoing skills and labor shortages, the AOC expanded employee development opportunities through career ladder positions. New specialist positions included a Plant Health Specialist, Facility Project Manager, Purchasing Agent and Electrician Helper. The agency also offered detail opportunities and apprenticeships to provide hands-on training, instruction and increased exposure for career opportunities.

Improved Technology Infrastructure: The AOC continued to develop systems and adopt commercial applications that facilitate teleworking productivity and improve on-site task efficiency. While many of these improvements addressed the COVID-19-related challenges, they will provide far-reaching and long-term enhancements to the AOC's efficiency in meeting its mission. Examples include:

- Development of an improved procurement approval system for the Capitol Power Plant. The system interfaces with the AOC's computerized maintenance management system to store requisition files in a shared location and automatically route documents for approval.
- Acquisition of Drawbase Software, an interactive computer-aided design and database application that provides a comprehensive visual representation of building systems. The software improves emergency response times and enables simulations for response plans.
- Implementation of an online scheduling system at the USBG to streamline employee shift assignments, allowing for faster and more efficient scheduling.
- Piloting of a new cost estimating software, CostOS, to improve cost estimate development and improve tracking and benchmarking.
- Implementation of an occupational health software, Cority, to improve safety programs, simplify workplace safety management, support risk prediction and help prevent injuries.

Strategic Partnerships: The AOC prioritizes strong partnerships with other organizations that enhance the agency's ability to achieve its mission, engage with professional communities and shape successful cultures of safety, efficiency, conservation and empowerment. This fiscal year, the USBG continued its collaboration with the American Public Gardens Association on an Urban Agriculture Resilience Program to support urban agriculture, community gardening and educational programs. The USBG also continued its relationship with the National Center for Appropriate Technology to offer Armed to Urban Farm training for military veterans.

Established Communities of Practice: The AOC established Communities of Practice to promote knowledge sharing and workforce empowerment. Communities of Practice are groups of AOC personnel who share a common trade, craft, profession or set of work-related responsibilities, independent of office or jurisdiction.



Architect of the Capitol J. Brett Blanton visited the Senate Office Building jurisdiction staff on a site-visit to evaluate future maintenance needs.

Strategic Goal 4

Operate as One Team, Dedicated to One Mission

The AOC’s strategic goal to Operate as One Team, Dedicated to One Mission promotes a culture of learning, collaboration and teamwork that enhances the agency’s overall effectiveness. Agency cooperation allows the AOC to simultaneously reduce costs and improve efficiency. There are no KPIs associated with this strategic goal this fiscal year.

The following narratives spotlight key FY 2022 accomplishments aligned with this strategic goal:

Continued Energy Conservation Efforts: The AOC’s Energy Manager Working Group, now in its 12th year, continued ensuring the agency meets energy conservation targets. The AOC completed an energy audit summary report in FY 2022 that outlines how the agency uses audits to support energy performance improvements and adopt new clean energy technology. Additionally, the agency neared completion of its Utility Master Plan, helping to validate the feasibility of long-term energy conservation and sustainability goals. The Utility Master Plan will provide valuable input to Vision 2100 and other plans.

Enterprise Risk Management: Following the results of an ERM survey that identified agency risks, the AOC’s newly established Risk and Control Working Group prioritized the results and refreshed the agency’s risk profile. The ERM program profiled nine enterprise-level risks with cybersecurity, physical security and deferred maintenance and capital renewal being the top three.

Consolidated Policies and Procedures: The AOC established the Policy and Special Programs Division to support offices and jurisdictions in developing policies and standard operating procedures that guide daily operations. The AOC continued to consolidate and update agency policies and procedures to streamline guidance and promote common bodies of

Related Enterprise-Level Risks:

- Cybersecurity
- Workplace Health and Safety
- Data Quality and Governance
- IT Infrastructure

Related Strategic Objectives:

- Enterprise Asset Management
- Human Capital Strategy
- Vision 2100 Master and Strategic Plans

knowledge. Policies completed this fiscal year cover COVID-19 workplace safety and expanded employee telework.

Continued Safety Self-Inspection Program: To promote safety as a workplace culture, one of the AOC’s core values, the agency further developed the safety self-inspection program, an initiative aimed at reducing injuries and illnesses. The self-inspection program also addresses noncompliance with fire, life-safety, occupational safety and health and accessibility codes. The self-inspection program includes tools for employees to easily identify, report and correct observed hazards on-site using a mobile app. The AOC implemented self-inspection checklists across the jurisdictions. The agency will further promote transparency and accountability by providing centralized access to inspection results that allow for data analysis, trend identification and development of remediation efforts.

Convened Cross-Functional Working Groups: The AOC convened cross-functional working groups to provide input and planning for the agency’s strategic objectives, including AOC University, EAM

CAPITOL HIGHLIGHTS

Sustainability at the AOC

The AOC is committed to sustainability and has set goals for energy reduction, water conservation and waste diversion to drive continuous improvement and embed sustainability into its operations and workplace culture.

The recycling program, which aims to reduce waste sent to landfills, is a key element of that commitment. Programs are in place to recycle building occupant waste, as well as construction and demolition waste. This fiscal year, the AOC diverted 36 percent of building occupant waste and 86 percent of construction and demolitions debris from landfills. Additionally, nearly all of the landscape green waste from the Capitol grounds is composted. The AOC continually evaluates its recycling program and analyzes waste streams through solid waste audits and pilot initiatives to identify new materials for recycling and improve the recycling diversion rate.

In addition to being beneficial for the environment, recycling materials such as scrap metal, high-quality paper, toner cartridges and electronic waste generates revenue that is reinvested into energy conservation and recycling initiatives. In FY 2022, the AOC used recycling revenue to fund four sustainability projects valued at \$372,000.

The AOC evaluates sustainability opportunities in every construction project through a sustainability scorecard. The scorecard evaluates opportunities for sustainability early in the planning phases of projects so they can be maximized throughout the development process. The AOC also established an agencywide Sustainability Community of Practice to engrain sustainability into everyday operations.

and Human Capital Strategy. The AOC uses the working groups to capitalize on the experience and expertise of the operational jurisdictions and support offices as they define and develop policies, requirements and metrics. Other working groups included the Customer Champions Group; Health and Wellness; Improve Client Communications; and Performance, Communications and Evaluations and Service Center Excellence Team. Communities of Practice groups provide opportunities for individuals from different jurisdictions and offices that perform similar functions to compare processes and develop best practices.

Coordination for Mission-Critical Operations: The AOC's daily operational support requires extensive coordination and collaboration among the jurisdictions and offices to Operate as One Team, Dedicated to One Mission. For example, the Office of the Chief Engineer (OCE) provided support to the House Office Buildings and Senate Office Buildings jurisdictions to prepare for upcoming congressional office moves by updating facility data and master and emergency drawing files. Similarly, the Capitol Grounds and Arboretum jurisdiction provided essential support to the U.S. Capitol Police and Office of the Chief Security Officer during emergency and scheduled events. Support activities included providing amnesty containers for items not permitted in secure areas, cleaning up graffiti and property damage and repairing roads and water mains.

Coordinated with D.C. on New Proposed Environmental Regulations: The D.C. Department of Energy and the Environment has issued new environmental regulations over the past year. The AOC's Capitol Power Plant jurisdiction worked with the Office of Safety and Code Compliance (SCC) and the AOC General Counsel to analyze and provide comments on proposed regulations and take proactive measures to ensure compliance with impending future regulations. Examples have included restrictions on greenhouse gas emissions and protective measures for underground fuel oil storage tanks.

Restoration of Russell Courtyard: The Senate Office Buildings jurisdiction worked closely with the OCE and the Capitol Grounds and Arboretum jurisdiction to complete the restoration of the Russell Courtyard, located in the center of the Russell Senate Office Building. The project team fully renovated the landscape, completed additional pointing of masonry at the fountain, and addressed ADA-accessibility issues within the space.

Stormwater Retention Credits: The SCC, in ongoing collaboration with the Supreme Court Building and Grounds, Senate Office Buildings, USBG and House Office Buildings jurisdictions, helped the AOC earn stormwater retention credits. These credits recognize that projects and voluntary improvements such as rain gardens, green roofs and permeable pavers will prevent an estimated 33,000 gallons of runoff stormwater from entering the Anacostia watershed annually.



Financial Highlights

TABLE 10: Summary Financial Statement Data (\$ in thousands)

BALANCE SHEET SUMMARY	FY 2022	FY 2021	% CHANGE
Fund Balance with Treasury	\$ 1,284,061	\$ 1,249,032	3%
Investments	21,060	22,482	(6)
General Property, Plant and Equipment, Net	2,649,759	2,548,752	4
All Other Assets	6,526	5,189	26
Total Assets	\$ 3,961,406	\$ 3,825,455	4%
Accounts Payable	\$ 79,098	\$ 1,824	>100%
Advances from Others and Deferred Revenue	25,707	26,521	(3)
Federal Debt and Interest Payable	31,864	45,610	(30)
Environmental and Disposal Liabilities	183,422	179,022	2
Federal Employee Benefits and Related Accruals	65,370	68,618	(5)
All Other Liabilities	94,335	130,583	(28)
Total Liabilities	\$ 479,796	\$ 452,178	6%
Unexpended Appropriations	\$ 1,038,109	\$ 1,063,173	(2%)
Cumulative Results of Operations	2,443,501	2,310,104	6
Total Net Position	\$ 3,481,610	\$ 3,373,277	3%
Total Liabilities and Net Position	\$ 3,961,406	\$ 3,825,455	4%

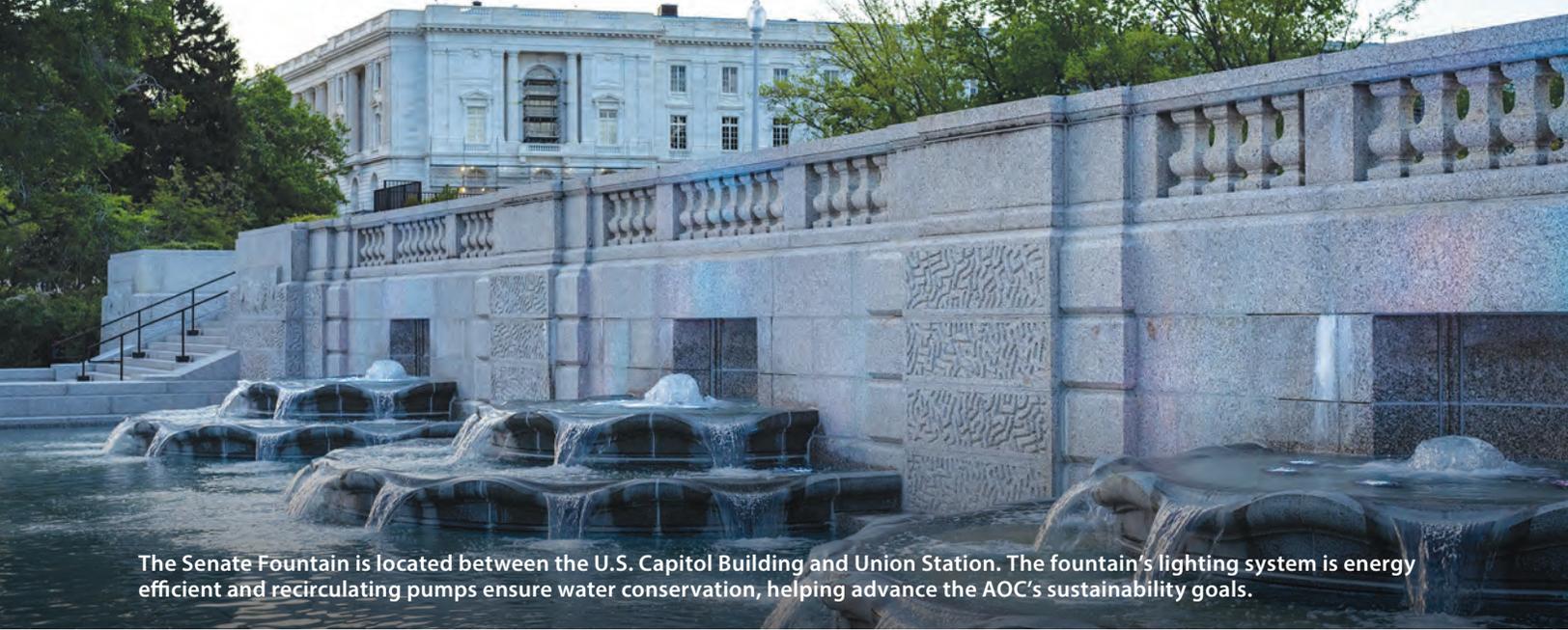
STATEMENT OF NET COST SUMMARY			
Gross Cost	\$ 788,789	\$ 832,586	(5%)
Less: Earned Revenue	(83,677)	(76,898)	9
Net Cost of Operations	\$ 705,112	\$ 755,688	(7%)

STATEMENT OF BUDGETARY RESOURCES SUMMARY			
Unobligated Balance Brought Forward	\$ 849,209	\$ 507,889	67%
Appropriations*	788,347	1,007,570	(22)
Spending Authority from Offsetting Collections	68,492	41,790	64
Borrowing Authority	3,507	4,630	(24)
Total Budgetary Resources	\$ 1,709,555	\$ 1,561,879	9%

* Appropriations of \$788.3 million in FY 2022, as reported on the Statement of Budgetary Resources, include direct appropriations of \$782.9 million, \$14.4 million in Judiciary appropriations (administered by the AOC for the care of the Supreme Court of the United States and its grounds), less a House Office Building Fund transfer of \$9.0 million. In FY 2021, the AOC received \$1,007.6 million in total appropriations, composed of direct appropriations of \$684.1 million, \$10.6 million in Judiciary appropriations, \$321.9 million in emergency appropriations for security and COVID-19 reimbursements, less a House Office Building Fund transfer of \$9.0 million.

This section provides an overview of the AOC's financial statements that appear within **Section 3: Financial Information**. The principal financial statements, independently audited by KPMG, include the Balance Sheet, Statement of Net Cost, Statement of Changes in Net Position and Combined Statement of Budgetary Resources for the fiscal year ended September 30, 2022. **Table 10** summarizes key data from the financial statements. The financial highlights include:

- Assets exceeded liabilities at the close of FY 2022 by \$3.5 billion, an increase in net position of \$108 million (3 percent) over FY 2021. This change primarily resulted from increases in general property, plant and equipment (PP&E) and the fund balance with Treasury (FBWT).
- General PP&E (net of accumulated depreciation), the AOC's largest asset, totaled more than \$2.6 billion at the close of FY 2022, a \$101 million (4 percent) increase over FY 2021 due primarily to the capitalization of costs from various projects on the Capitol campus.
- The agency's net cost of operations amounted to \$705 million, a \$51 million (7 percent) decrease from the prior year. This decrease resulted from less costs associated with the COVID-19 pandemic response and the nonrecurrence of costs related to the Presidential Inauguration and the 117th congressional transition.



The Senate Fountain is located between the U.S. Capitol Building and Union Station. The fountain's lighting system is energy efficient and recirculating pumps ensure water conservation, helping advance the AOC's sustainability goals.

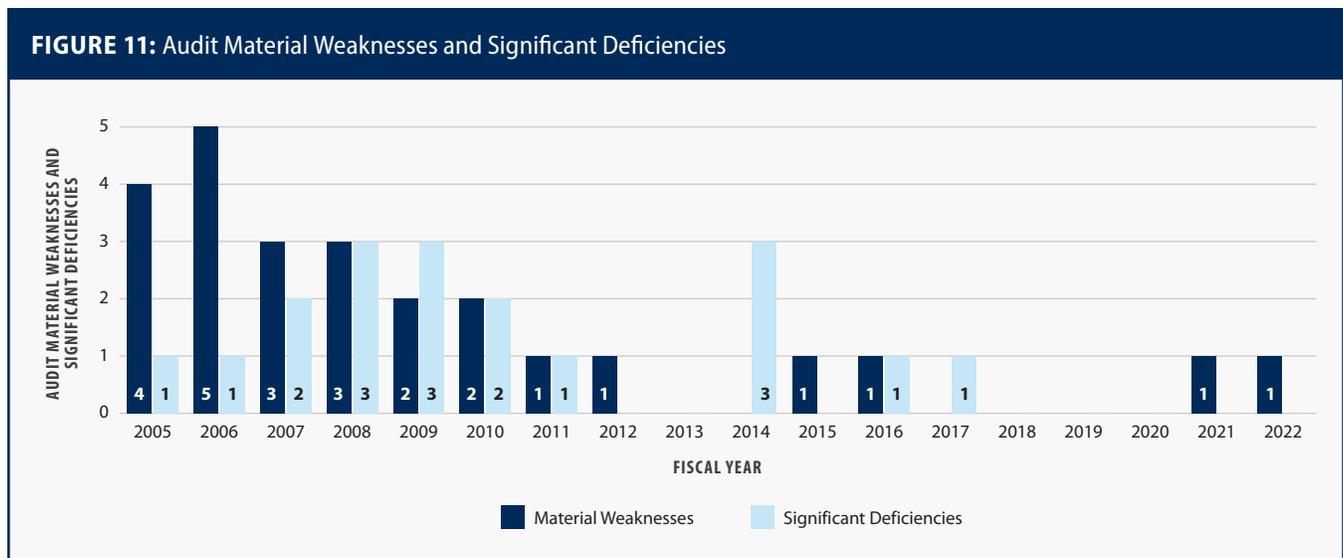
Independent Financial Statements Audit

The AOC received an unmodified (clean) financial statements audit opinion for FY 2022 — the 18th consecutive year in which the agency received a clean audit opinion. An unmodified opinion provides reasonable assurance that the financial statements are free of material misstatement. Reasonable assurance, while not absolute, is nonetheless a high level of assurance. The audit identified one material weakness (a repeat finding related to a control gap for environmental liabilities) but no significant deficiencies. **Figure 11** shows the number of material weaknesses and significant deficiencies for each fiscal year that the AOC has submitted its four principal financial statements for an audit. During FY 2022, the AOC established a corrective action plan to remediate the material weakness and will continue to monitor corrective action progress.

Guide to the Financial Statements

Federal government efforts to improve financial transparency and accountability led to the passage of mandatory uniform accounting and reporting standards for executive branch agencies. As a legislative branch agency, the AOC generally complies with the spirit of the executive branch requirements as a best practice. As such, the AOC prepared its consolidated financial statements from accounting records in conformity with generally accepted accounting principles (GAAP). For federal entities, GAAP are the standards prescribed by the Federal Accounting Standards Advisory Board (FASAB).

This section provides a brief description of each financial statement, their significant balances, major fluctuations and their relevance to the AOC's operations. To facilitate analysis, the AOC organized these financial highlights as follows:



- Financial Position Overview: Balance Sheet
- Operational Results: Statement of Net Cost
- Cumulative Overview: Statement of Changes in Net Position
- Combined Statement of Budgetary Resources
- Limitations of the Principal Financial Statements

Financial Position Overview: Balance Sheet

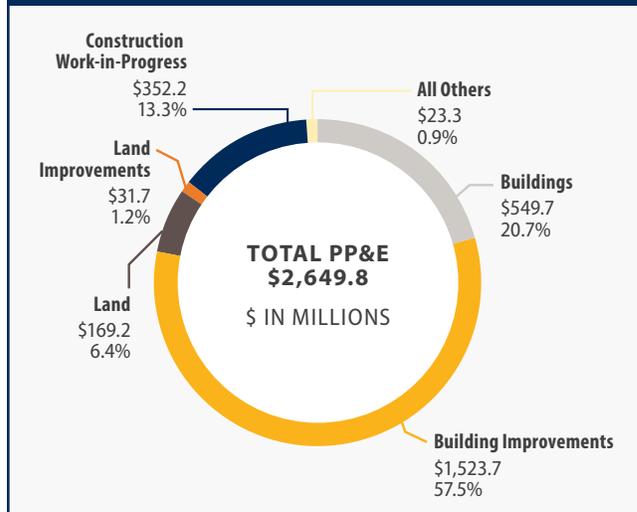
The Balance Sheet provides a snapshot of the AOC's financial position at a fixed point in time. It displays the amounts of current and future economic benefits owned or available (Assets), amounts owed (Liabilities) and remaining amounts (Net Position) at the end of the fiscal year.

Assets: As of September 30, 2022, the AOC reported total assets of \$3.9 billion. This represents an increase of \$136 million (4 percent) over the FY 2021 total assets of \$3.8 billion. This change is primarily due to the \$35 million increase in FBWT and the \$101 million increase in PP&E. These two asset classes account for 99 percent of the agency's total assets. **Figure 12** summarizes the total assets by major component at September 30, 2022.

PP&E is the AOC's largest asset, representing more than 66 percent of total assets. PP&E, net of accumulated depreciation, was \$2.6 billion at fiscal year-end, a \$101 million increase from the FY 2021 balance. The increase in PP&E from the prior year is primarily due to the completion and capitalization of construction projects, net of depreciation expense. Major completed capitalized improvements included the Senate Underground Garage and Landscape Restoration (\$71 million), Phase 4 of the Rayburn House Office Building Garage Interior Rehabilitation (\$33 million) and the Rayburn House Office Building Security Window Installation (\$29 million). **Figure 13** summarizes the PP&E balances by asset class as of September 30, 2022.

As of September 30, 2022, the largest asset class of the AOC's PP&E balance is building improvements (\$1.5 billion, 58 percent of

FIGURE 13: Net PP&E by Asset Class as of September 30, 2022

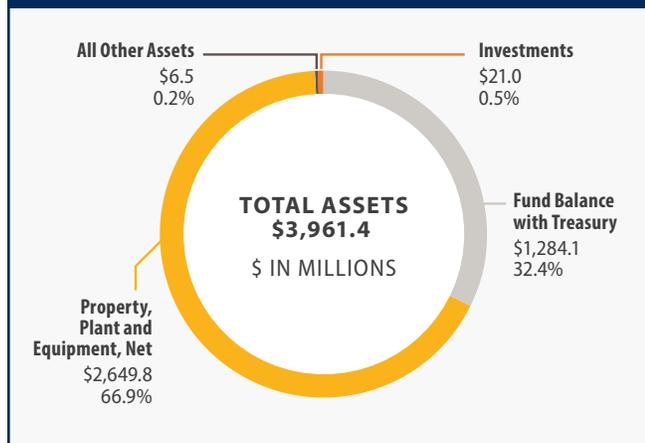


total PP&E). This category is followed by buildings (\$550 million, 21 percent) and construction work-in-progress (\$352 million, 13 percent). At the close of FY 2022, the largest construction work-in-progress (CWIP) projects included Phase 3 of the Cannon Renewal (\$144 million), the Book Storage Modules 6 and 7 at Fort Meade (\$40 million) and Sequence 3 of the Russell Senate Office Building Exterior Envelope Repair and Restoration (\$19 million).

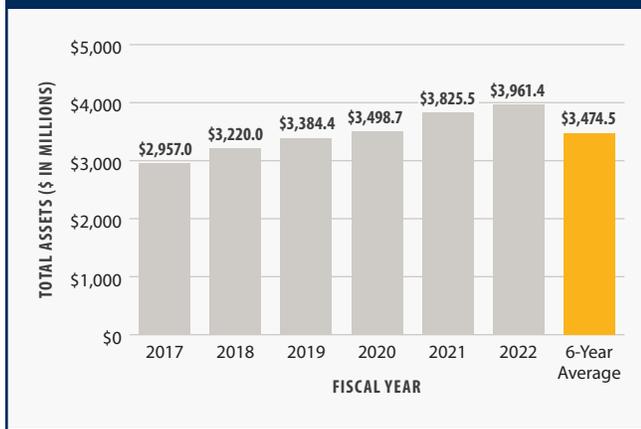
The FBWT, at \$1.3 billion (32 percent of total assets), represents the next largest asset category. Its \$35 million increase from the prior fiscal year was primarily due to the increase of no-year appropriations. Appropriated construction project funding immediately increases the FBWT balance, while the related disbursements reduce the FBWT over the term of the projects. This causes the FBWT balance to initially spike and then gradually decline as the construction program amounts are disbursed.

The remainder of the AOC's assets are comprised of investments, accounts receivable, retail inventory held for sale in the CVC Gift Shops and other assets. Investments are composed of two primary instruments: the Capitol Visitor Center Revolving Fund held with Treasury (\$10 million) and an escrow balance held with the public related to the Thurgood Marshall Judiciary Building (\$11 million).⁵ Total investments equaled \$21 million, representing a net decrease of \$1.4 million, or 6 percent from FY 2021. This decrease is primarily a result of spending related to

FIGURE 12: Summary of Total Assets as of September 30, 2022



5 The AOC's investments include funds held by a trustee outside of the U.S. Department of Treasury because of financing the construction of the Thurgood Marshall Building. Congress did not appropriate funds for this building's construction but, instead, authorized the use of private financing to cover its cost. In 1989, the AOC entered into a development management agreement with Boston Properties for its design, development and construction. Shearson Lehman Hutton, Inc. and Kidder, Peabody, & Co., Inc., issued 30-year Serial Zero Coupon Certificates of Participation to finance the construction. Pursuant to a Trust Agreement, the proceeds were received by a trustee, The United States Trust Company of New York (now the Bank of New York Mellon). The Operating Reserve Fund is held in reserve to cover the future renovation needs of the building.

FIGURE 14: Trend in Total Assets

the CVC Exhibition Hall renovation and upgrade, which was fully funded out of the Capitol Visitor Center Revolving Fund. The escrow reserve fund supporting the Marshall Building may be used for renovations to that facility.

The annual trend in the AOC's total assets between FY 2017 through FY 2022 is presented in **Figure 14**. As displayed, the total assets increased by \$1 billion, or 34 percent, over this period. This increase is principally the result of a \$642 million (32 percent) increase in general PP&E, net of accumulated depreciation, and a \$370 million increase (40 percent) in the FBWT. The PP&E increase was a result of the growth of capital improvements over this period, including the Cannon Renewal (Phases 0 through 2), the cogeneration plant and multiple stone restoration and preservation projects. The largest single component of the FBWT increase is related to last fiscal year's \$321.9 million emergency security supplemental appropriation, the remainder of which was spent in FY 2022. Multiyear and no-year appropriations to the AOC make up the remainder of this FBWT increase. The AOC uses multiyear and no-year appropriations to fund many of the long-term construction projects such as the restoration and renewal of facilities on the Capitol campus.

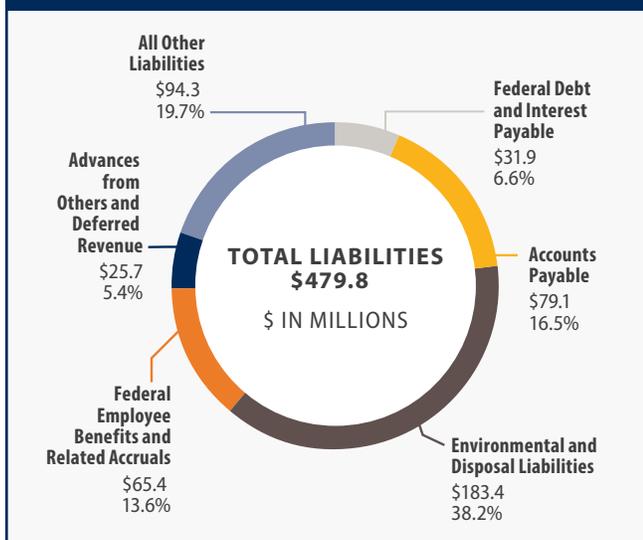
Heritage Assets and Stewardship Land: The AOC maintains an important collection of heritage assets (including artworks, architectural features, reference and library materials, archival collections, and living botanical assets) and stewardship land (including the U.S. Capitol Grounds). Heritage assets and stewardship land have historic or natural significance; are of cultural, educational or artistic importance; or have significant architectural characteristics. In accordance with FASAB standards, a Balance Sheet does not include a value for heritage assets and stewardship land. As these assets are expected to be preserved indefinitely, they are generally treated as an expense in the Statement of Net Cost and carried at no value on the

Balance Sheet.⁶ However, an exception applies for multiuse heritage assets — namely, heritage assets that are primarily used for general government operations. The AOC's multiuse heritage assets, identified in **Table 11**, are included, net of accumulated depreciation, on the Balance Sheet.

6 Federal entities are required to provide a description of major heritage asset categories and physical unit information at the end of the fiscal year — including their condition, the number of units added or withdrawn during the year and a description of the methods of acquisition or withdrawal. See: the Notes to the Financial Statements (Note 9) and Required Supplementary Information in **Section 3: Financial Information**.

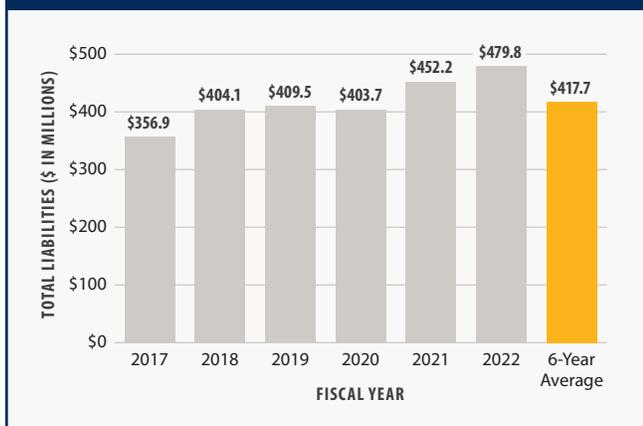
TABLE 11: Multiuse Heritage Assets at the AOC

FACILITY	AOC JURISDICTION
U.S. Capitol Building	Capitol Building
East Refrigeration Plant	Capitol Power Plant
Main Boiler Building	Capitol Power Plant
Old Generator Building	Capitol Power Plant
Cannon House Office Building	House Office Buildings
East and West House Underground Garages	House Office Buildings
Ford House Office Building	House Office Buildings
Longworth House Office Building	House Office Buildings
O'Neill House Office Building	House Office Buildings
Rayburn House Office Building	House Office Buildings
James Madison Memorial Building	Library Buildings and Grounds
John Adams Building	Library Buildings and Grounds
Thomas Jefferson Building	Library Buildings and Grounds
Daniel Webster Page Residence	Senate Office Buildings
Dirksen Senate Office Building	Senate Office Buildings
Hart Senate Office Building	Senate Office Buildings
Russell Senate Office Building	Senate Office Buildings
Senate Underground Garage	Senate Office Buildings
Supreme Court of the United States	Supreme Court Building and Grounds
Thurgood Marshall Federal Judiciary Building	Supreme Court Building and Grounds
Administration Building	U.S. Botanic Garden
Conservatory	U.S. Botanic Garden

FIGURE 15: Summary of Total Liabilities as of September 30, 2022

Liabilities: At the end of FY 2022, the AOC's total liabilities amounted to \$480 million, a \$28 million (6 percent) increase from FY 2021. The major liability increase included a \$77 million increase in accounts payable — a significant increase principally related to intragovernmental and public accounts payable accrual amounts based on updated trend analyses and validations. This increase was offset by multiple liability decreases, such as a \$14 million (30 percent) decline in federal debt and interest payable due to the payment of semiannual bond liabilities attributable to the Thurgood Marshall Building's construction and a \$3 million (5 percent) decrease in accrued federal employee benefits.

Figure 15 provides the total liabilities by component as of September 30, 2022. The AOC's largest component of total liabilities was environmental and disposal liabilities (\$183 million or 38 percent of the total liabilities) related to accrued asbestos cleanup costs. This was followed by intragovernmental

FIGURE 16: Trend in Total Liabilities

and public accounts payable (\$79 million or 17 percent) and then by liabilities for federal employee benefits, which accounted for \$65 million or 14 percent. Other major liabilities included federal debt and interest payable (\$32 million or 7 percent) related to the 30-year Serial Zero Coupon Certificates of Participation to finance the Marshall Building's construction and advances from others and deferred revenue (\$26 million or 5 percent). All Other Liabilities (\$94 million or 20 percent) is a category that includes contract holdbacks (\$21 million), a cogeneration plant payment (\$45 million), accrued payroll and leave (\$17 million) and others.

The annual trend in the AOC's total liabilities between FY 2017 through FY 2022 is presented in **Figure 16**. Since FY 2017, the AOC's total liabilities have increased by \$123 million, or 34 percent. This change was primarily driven by the following account increases: a \$106 million in environmental and disposal liabilities, a \$77 million in accounts payable, \$9 million in contract holdbacks, plus other increases. These increases were offset by declines of \$58 million in federal debt and interest payable, \$20 million in advances from others and deferred revenue, and other decreases.

Operational Results: Statement of Net Cost

The Statement of Net Cost presents the AOC's total net cost of operations by responsibility segment. The responsibility segments were determined based on the FASAB concepts and standards applicable to the federal government. The 11 responsibility segments, and the organizational units included within, are identified in **Table 12**.

Net cost includes total program costs, minus all earned revenues attributed to and permitted to be offset against those costs. The AOC's net cost of operations in FY 2022 totaled \$705 million, a decrease of \$51 million or 7 percent from FY 2021. The decrease in net costs was largely a result of the nonrecurrence of the prior fiscal year's \$100 million accrual adjustment for asbestos removal costs. Additional decreases resulted from a reduction in the agency's COVID-19 pandemic response costs and the nonrecurrence of costs related to the Presidential Inauguration and the 117th congressional transition. The trend in the net cost of operations is displayed in **Figure 17**.

A comparison of the AOC's total net cost by responsibility segment for FY 2022 and FY 2021 is displayed in **Figure 18**. Significant increases, year over year, included:

- **Supreme Court Building and Grounds:** Net costs increased by \$10 million (77 percent) primarily due to additional costs related to building system upgrades and space realignments.
- **Capitol Power Plant:** Net costs increased by \$28 million (28 percent) primarily due to higher costs associated with various projects such as the utility vault and manhole concrete repairs, utility studies and energy projects. Costs were

TABLE 12: Responsibility Segments

RESPONSIBILITY SEGMENT	ORGANIZATIONAL UNIT
Capital Construction and Operations	Architect of the Capitol, Deputy Architect of the Capitol, Chief Engineer, Chief Financial Officer, Chief Administrative Officer, Chief of Operations (front office only), Equal Employment Opportunity Officials, General Counsel, Inspector General, Legislative and Public Affairs, Safety and Code Compliance
Capitol Building	Chief of Operations: Capitol Building jurisdiction
Capitol Grounds and Arboretum	Chief of Operations: Capitol Grounds and Arboretum jurisdiction
Capitol Police Buildings, Grounds and Security	Chief Security Officer
Capitol Power Plant	Chief of Operations: Capitol Power Plant jurisdiction
House Office Buildings	Chief of Operations: House Office Buildings jurisdiction
Library Buildings and Grounds	Chief of Operations: Library Buildings and Grounds jurisdiction
Senate Office Buildings	Chief of Operations: Senate Office Buildings jurisdiction
Supreme Court Building and Grounds	Chief of Operations: Supreme Court Building and Grounds jurisdiction
U.S. Botanic Garden	Chief of Operations: U.S. Botanic Garden jurisdiction
U.S. Capitol Visitor Center	Chief of Operations: U.S. Capitol Visitor Center jurisdiction

partially offset by an increase in reimbursements for steam and chilled water at Union Station, Postal Square, Thurgood Marshall Federal Judiciary Building and the Supreme Court.

- **Capital Construction and Operations:** Net costs increased by \$16 million (12 percent). This increase was primarily due to additional costs incurred for security and COVID-19 responses and increased costs supporting various organization strategic programs such as the Vision 2100 program and Capitol Complex Master Plan.

Significant decreases in the net cost of operations included:

- **U.S. Capitol Visitor Center:** Net costs decreased by \$17 million (52 percent). This decrease is primarily attributable to

the completion and reduction in costs associated with the CVC Exhibition Hall renovation. At the same time, earned revenues increased by \$1 million owing to the reopening of the CVC's gift shops and restaurant in FY 2022. Additionally, the CVC's e-commerce sales increased as the platform began its second year of operations.

- **Library Buildings and Grounds:** Net costs decreased by \$22 million (30 percent), principally due to a substantial decrease in accrued asbestos removal costs (more than \$23 million).
- **House Office Buildings:** Net costs decreased by \$32 million (21 percent) due to the nonrecurrence of accrued asbestos removal costs (more than \$49 million in FY 2021) and costs associated with the 117th congressional office moves, offset by increases in depreciation expenses associated with major projects such as the Cannon Renewal.
- **Senate Office Buildings:** Net costs decreased by \$21 million (18 percent) due to the nonrecurrence of accrued asbestos removal costs (more than \$17 million in FY 2021) and costs associated with the 117th congressional office moves as well as an increase in earned revenue from Senate to AOC's Senate Restaurant no-year account.
- **Capitol Building:** Net costs decreased by \$10 million (13 percent), principally due to a decline in accrued asbestos removal costs (more than \$8 million) along with the nonrecurrence of construction and removal of the Presidential Inauguration platform and supporting infrastructure in FY 2021.

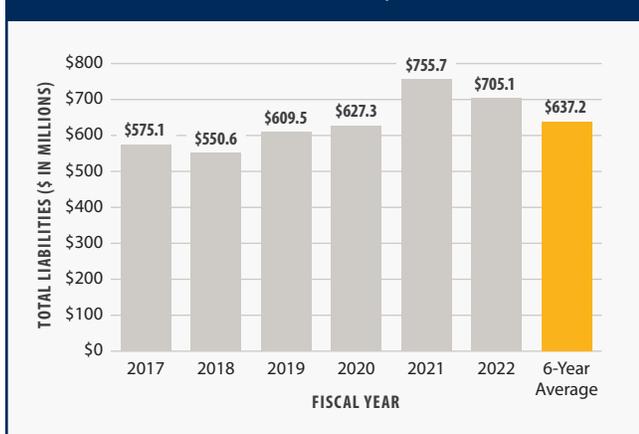
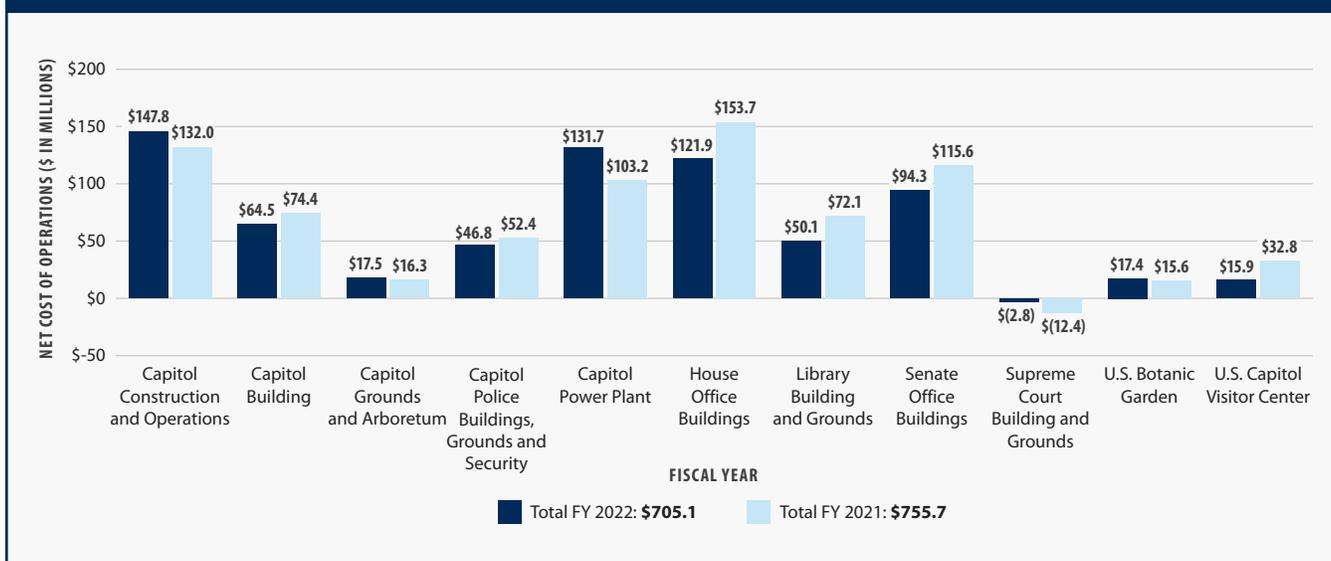
FIGURE 17: Trend in Net Cost of Operations

FIGURE 18: Summary of Net Cost of Operations by AOC Responsibility Segment



■ **Capitol Police Buildings, Grounds and Security:** Net costs decreased by \$6 million (11 percent), mainly due to a decrease in emergency security support costs, which was further offset by revenue earned on reimbursable projects including the US State of the Union Address (SOTUA) fencing; and Supreme Court Fence Installation.

Earned Revenues by Source: Overall, revenues increased by \$7 million (9 percent), from \$77 million in FY 2021 to \$84 million in FY 2022. As depicted in **Figure 19**, the primary source of revenue was intragovernmental reimbursements from the federal judiciary branch for facility operations (\$53 million, 63 percent). Reimbursements paid to the AOC’s Capitol Power Plant for the provision of steam and chilled water to nonlegislative branch entities near the Capitol campus generated \$10 million

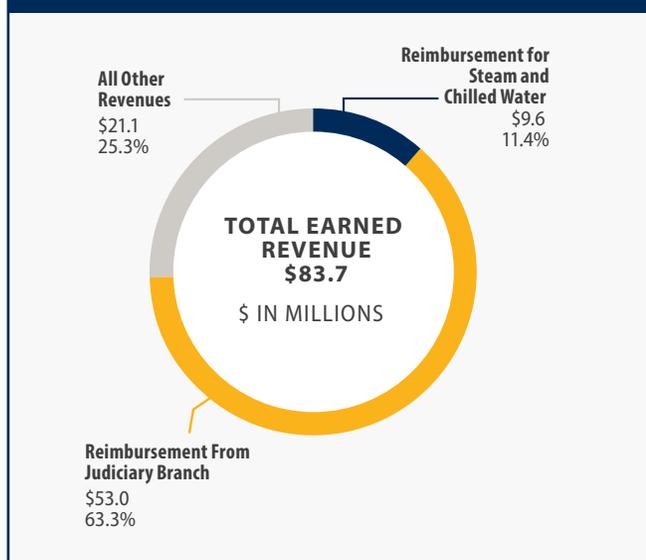
(11 percent). Other principal revenue sources were from rent, recycling proceeds, online gift shop sales and miscellaneous revenues earned at multiple AOC responsibility segments (totaling \$21 or 25 percent of all earned revenues) and shown as “All Other Revenues” on the chart.

Cumulative Overview: Statement of Changes in Net Position

The Statement of Changes in Net Position identifies the difference between all financing sources available to and used by the AOC to support the net cost of operations. Net position is the sum of two components: cumulative results of operations and unexpended appropriations. Each component is displayed to facilitate a more detailed understanding of the changes to the net position.

Net position at September 30, 2022, shown on both the Balance Sheet and the Statement of Changes in Net Position, was \$3.5 billion, a \$108 million increase from FY 2021. This change was due to an increase of \$133 million (6 percent) increase in cumulative results of operations offset by a \$25 million (2 percent) decrease in unexpended appropriations. As depicted in **Figure 20**, net position increased by \$882 million (34 percent) over the past six fiscal years, primarily as a result of multiyear and no-year appropriations received over this period to address deferred maintenance needs across the Capitol campus, along with capital projects to renew or improve the campus’ aging infrastructure.

FIGURE 19: Earned Revenues by Source



CAPITOL HIGHLIGHTS

Heritage Asset Conservation

The preservation of heritage assets on the Capitol campus — which include artworks, architectural elements and historic structures — is one of the AOC's core functions. The Curator Division oversees assets such as paintings, drawings, sculptures and photographs, while the Historic Preservation Officer is in charge of architectural features and historic structures.

This fiscal year, the AOC began a pilot preservation project in the Senate Reception Room, one of the most ornately decorated rooms in the U.S. Capitol Building. Conservators began restoration of the 1872 mural of George Washington, Thomas Jefferson and Alexander Hamilton by Constantino Brumidi. In the process, they discovered significant areas of loss in the original artwork. The conservators will use physical analysis and a review of documentation to recreate the missing sections.

Additionally, conservators cleaned the walls of the Brumidi Corridors to address damage from the January 6, 2021 breach. Stabilization of existing flaking and lifting paint was performed prior to the removal of particulates and residues. In FY 2023, the AOC will implement the practices of a pilot program for the maintenance of the Corridors that will include documentation of damage to plaster and paint surfaces, repair of losses and gouges and treatment of discolored inpainting.

The AOC also completed conservation projects on eight monumental paintings in the U.S. Capitol Rotunda. Conservators repaired the damaged cast-iron and wood elements of the benches, reattached bumpers and removed dust and oils. The Rotunda paintings were cleaned with an aqueous solution to remove surface grime.

www.aoc.gov/explore-capitol-campus/art



FIGURE 20: Trend in Net Position by Category

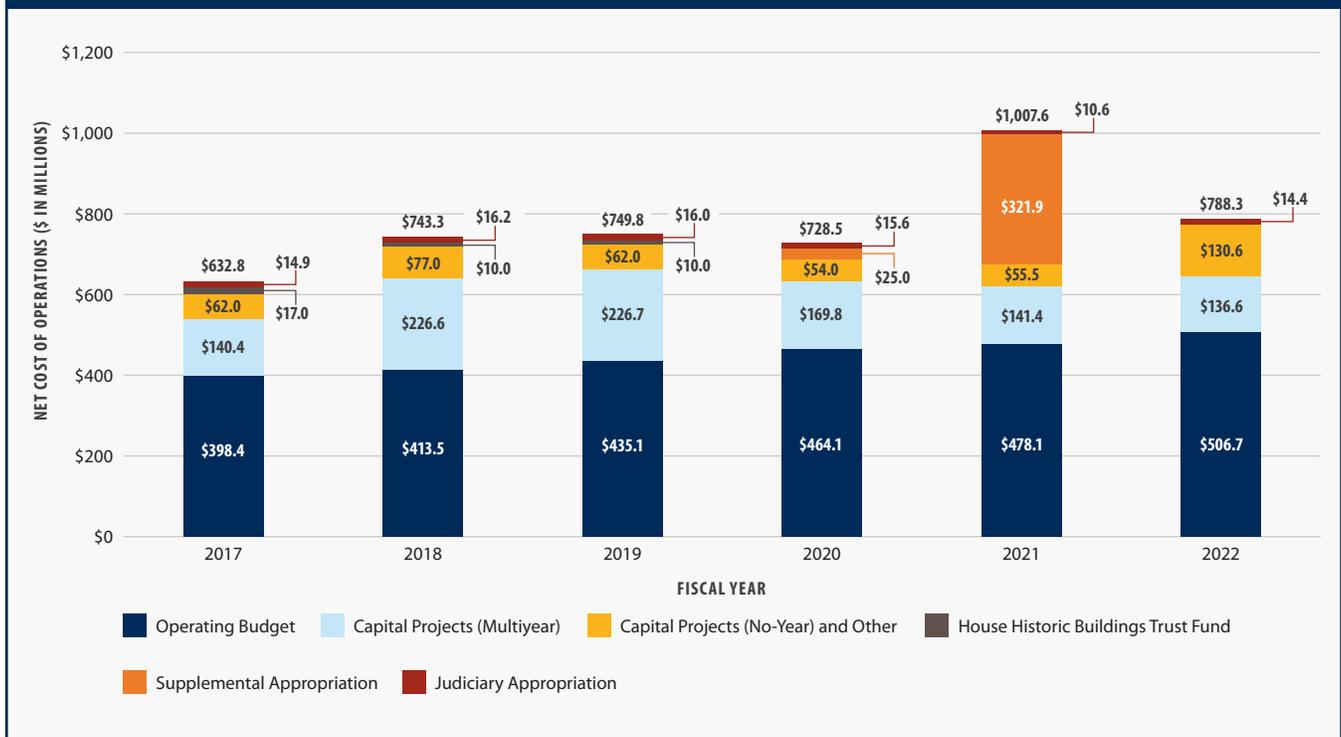


Combined Statement of Budgetary Resources

The Combined Statement of Budgetary Resources details how the AOC obtained its budgetary resources and the status of these resources at the end of the fiscal year. The AOC receives general funds appropriated for its use by Congress and administered by the U.S. Treasury. Congress enacts separate appropriations for the AOC's operating jurisdictions, plus a Capital Construction and Operations appropriation for the agency's intra-agency support. The AOC also has stewardship responsibility for trust, special and revolving funds (e.g., Flag Office Revolving Fund), which are administered in accordance with applicable laws and regulations.

For the fiscal year ended September 30, 2022, the AOC's total appropriations amounted to more than \$788 million, a \$219 million decrease (22 percent) from FY 2021 levels. These resources included \$774 million in regular appropriations, consisting of three components. The operating budget, the largest component at \$507 million (65 percent) funds payroll, utilities, facilities maintenance, centralized activities, information services, power plant operations, grounds care, safety operations, as well as architecture, engineering, visitor and curatorial services. The multiyear capital projects budget, at \$137 million (18 percent), was the next largest component of its regular appropriations and supports construction, upgrades, improvements and preservation projects. No-year funding of \$131 million (17 percent) provided additional funding for the renewal of the Cannon House Office Building, the modernization of the Senate committee rooms, as well as for continuity of operations support. Included in the no-year funding, \$9 million was derived by the transfer from the House Office Buildings fund.⁷ In addition, the AOC received \$14 million from the Judiciary appropriation for the care of the Supreme

⁷ Amounts in the House Office Buildings Fund are available to the AOC for the maintenance, care and operation of the House office buildings. Despite its name, this is a general fund, not a trust, special or revolving fund.

FIGURE 21: Trend in Total Appropriations

Court of the United States and its grounds.⁸ The principal reason for the decrease in appropriated budgetary resources is that the previous fiscal year included funds from the *Emergency Security Supplemental Appropriations Act, 2021*, which provided the AOC with nearly \$322 million for security upgrades to the U.S. Capitol (\$300 million) and to reimburse the agency for additional costs of its COVID-19 response (\$21.9 million).

Figure 21 displays the AOC's total appropriations for FY 2022 and the five prior fiscal years. The FY 2022 \$156 million net increase in budgetary resources since FY 2017 was chiefly due to a \$117 million increase in operating funds and a \$60 million increase in no-year capital project funding. These budgetary increases were offset by a \$4 million reduction in multiyear

capital project funding and a \$17 million reduction in funds for the House Historic Buildings Trust Fund.

Limitations of the Principal Financial Statements

The principal financial statements are prepared to report the financial position and results of operations of the AOC consistent with the requirements of *31 U.S.C. § 3515(b)*. The statements are prepared from the AOC's books and records in accordance with federal GAAP and in the spirit of the formats prescribed by OMB. Reports used to monitor and control budgetary resources are prepared from the same books and records. The financial statements should be read with the realization that they are for a component of the U.S. government, a sovereign entity.

⁸ The AOC is responsible for the care of the Supreme Court of the United States and its grounds, although the corresponding budgetary resources are included in the federal government's judiciary branch appropriations.

Financial Management Systems Framework

The AOC's core financial management system accounts for the AOC's funds through approximately 620,000 annual transactions. **Figure 22** depicts the AOC's financial management systems framework.

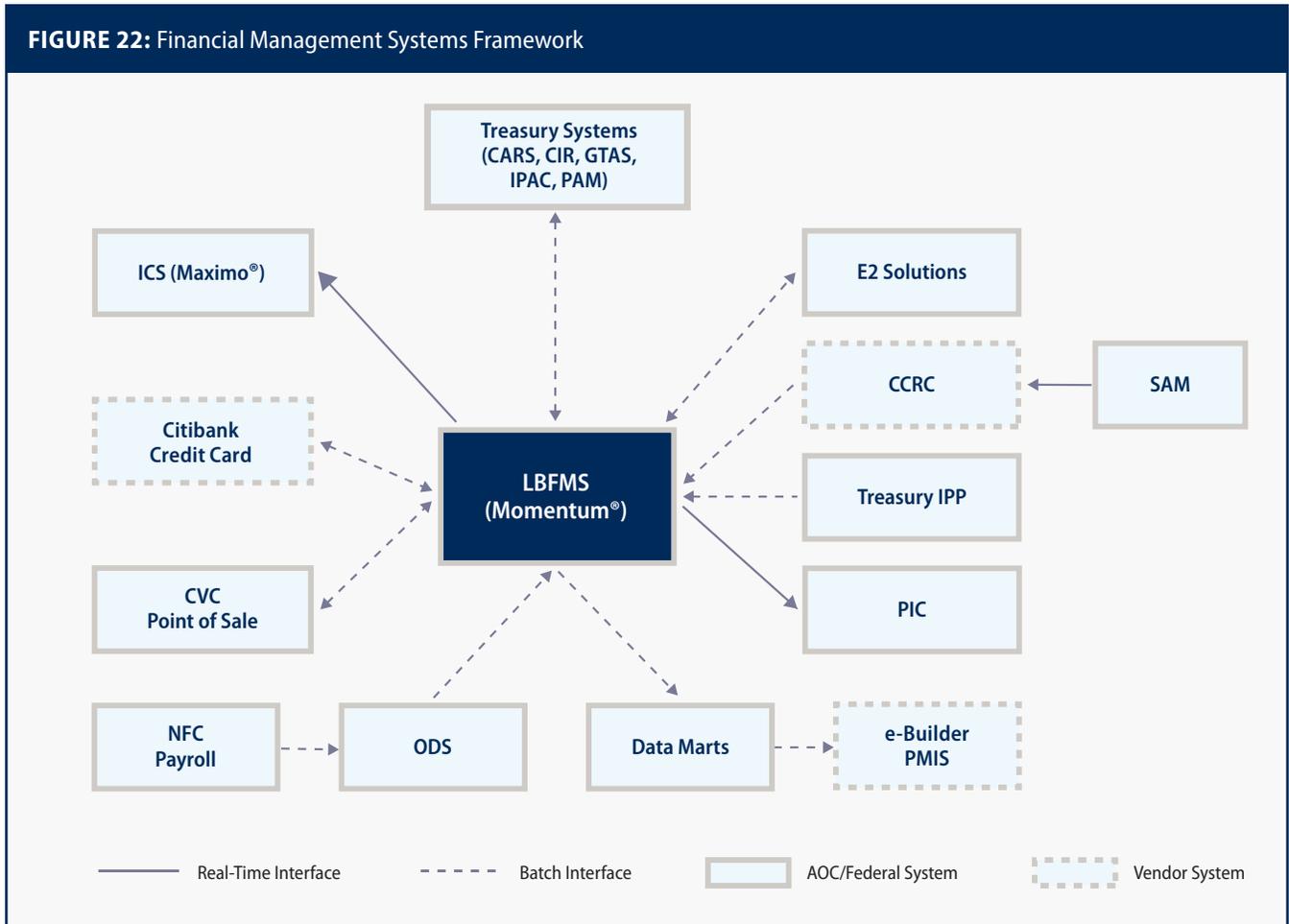
Key Financial and Reporting Systems

The AOC's core financial management system, the Legislative Branch Financial Management System (LBFMS), conforms to the requirements of the *Federal Financial Management Improvement Act of 1996* (FFMIA). The system uses commercial-off-the-shelf (COTS) software (Momentum®) designed for the federal government. Momentum® includes the following financial system modules: Budget Execution, Acquisitions, Purchasing, Receiving, Accounts Payable, Automated Disbursements, General Ledger, Credit Card, Fixed Assets, Workload, Contract Closeout, Travel and Project Cost Accounting. In addition to Momentum®, the AOC's key financial and reporting systems include:

- **Central Contractor Registration Connector (CCRC)** is a Momentum® application that downloads the latest vendor

information from the U.S. General Services Administration (GSA) System for Award Management (SAM) and updates the LBFMS vendor records.

- **Citibank®** credit card interface transmits credit card transaction data to the LBFMS via a batch file. The AOC uses the GSA SmartPay 3 shared services structure and contract.
- **CVC Point of Sale System** is a stand-alone, back-office retail inventory management system used to record daily sales and inventory transactions from the CVC Gift Shops.
- **CWTSatoTravel E2 Solutions Travel System (E2 Solutions)** provides end-to-end travel management services via a secure web portal and interfaces with the LBFMS. The E2 Solutions system is part of the GSA E-Gov Travel Service, a federal, web-based, shared travel management service.
- **Data Marts** assist in data management, including staging data during off-peak times and simplifying data structure for use by multiple systems.



- **e-Builder Project Management Information System (PMIS)** tracks the status of construction projects. The AOC data marts provide financial information for the projects managed in e-Builder.
- **Inventory Control System (ICS)** is COTS software (IBM Maximo®) used to track the AOC's inventory of materials, supplies and accountable property. The ICS provides life cycle and asset management functionality. Real-time interfaces integrate ICS with LBFMS obligations, receipt of transactions and inventory drawdowns.
- **Invoice Processing Platform (IPP)** is a secure, web-based electronic invoicing system provided by the Treasury to simplify the management of vendor invoices. The IPP interfaces with the LBFMS.
- **National Finance Center (NFC)** provides payroll and personnel services to the AOC as part of a cross-servicing agreement with the U.S. Department of Agriculture. The NFC data is submitted to the LBFMS via an AOC payroll application.
- **Operational Data Store (ODS)** is the AOC's payroll and personnel database, which is also used as a warehouse for detailed employee payroll information. The ODS receives a batch file of NFC payroll data, and an AOC payroll application creates a batch file of transactions for export to the LBFMS.
- **Project Information Center (PIC)** is the AOC's proprietary project management system. The LBFMS provides budget and obligation data to PIC. The AOC is replacing the PIC system with e-Builder.
- **Reporting and Analytics** business intelligence tools used by the AOC include Microsoft SQL Server Reporting Services and Tableau. These tools pull information from multiple AOC systems. For visual clarity, these tools are not shown on the financial management systems framework (**Figure 22**).
- **System for Award Management (SAM)** is an official website managed by the GSA providing vendor and other entity registration information for businesses contracting with the federal government. The Momentum® CCRC provides key interface management to support SAM.gov and the LBFMS operations.
- **U.S. Department of Treasury Systems** allow the AOC to collect, disburse, reconcile and report on the agency's funds. These Treasury Bureau of the Fiscal Service systems include: the Central Accounting Reporting System (CARS) for monthly financial reconciliation, Collections Information Repository (CIR) that provides detailed information on collections from the Treasury's Pay.gov website, Governmentwide Treasury Account Symbol Adjusted Trial Balance System (GTAS) for quarterly trial balance reporting, Intragovernmental Payment

and Collection (IPAC) supporting intra-agency transactions and Payment Automation Manager (PAM) for payments to employees and vendors.

Financial Management Systems Improvement Strategy

The AOC's financial systems strategy supports mission performance, facilitates interagency planning and improves transparency and accountability. Continued standardization of financial activities within a shared services environment improves the agency's business processes, leading to greater efficiencies and cost stabilization. This fiscal year, the AOC continued its efforts to upgrade existing systems and capabilities and implemented new functionality that better supports financial management, data analytics and data-driven decision-making.

The AOC has used the LBFMS, a shared-service financial management system hosted by the Library of Congress, since FY 2016. **Infographic: Legislative Branch Financial Management System Users** displays the participating agencies in this shared environment.

In FY 2022, the AOC reached a 20-year milestone in its use of the Momentum® system. Based on a user security business process review project, the AOC reduced 86 percent of user roles and deactivated 422 unused organization structures. The AOC also resolved more than 2,200 contract line-item differences between Momentum® and IPP, simplifying contract and invoice management. These efforts addressed audit findings and improved data quality, data accessibility and efficiency.

The AOC implemented the GSA Unique Entity Identifier under the government mandate to replace Dun & Bradstreet vendor coding as of April 2022. This federal change impacts all commercial contractors and assists the agency with ongoing vendor cleanup projects.

The AOC participated in the GSA Robotic Process Automation (RPA) Community of Practice this fiscal year, receiving tailored advice from a mentor agency, the U.S. Department of Agriculture (USDA). Using RPA, the AOC improved invoice notifications to contracting officer representatives and invoice-to-payment validations. The automation tools freed financial staff to address more complex issues and assist with prompt vendor payments. The AOC is continuing to develop additional automation to further improve efficiencies.

As the federal chair of the Momentum User Group Community of Practice, the AOC was selected as one of three pilot organizations to test the Treasury E-Invoicing system, a future replacement for IPP. The AOC represents small agencies, Momentum® Enterprise Resource Planning and construction

Infographic: Legislative Branch Financial Management System Users

**ARCHITECT OF
THE CAPITOL**



**CONGRESSIONAL
BUDGET OFFICE**



**GOVERNMENT
ACCOUNTABILITY OFFICE**



LIBRARY OF CONGRESS



**THE MEDICARE PAYMENT
ADVISORY COMMISSION**



**OFFICE OF CONGRESSIONAL
WORKPLACE RIGHTS**



**CONGRESSIONAL OFFICE
FOR INTERNATIONAL
LEADERSHIP**



U.S. CAPITOL POLICE

contracts. The USDA and Treasury Administrative Resource Center are the other two participants in the pilot.

The AOC will continue to develop and pilot requirements for the G-Invoicing platform, the Treasury's long-term solution to manage the processing and approval of intragovernmental buy/sell transactions. The Treasury will require all federal program agencies to use G-Invoicing for new agreements as of FY 2023 and to transition existing agreements into the platform by FY 2024. These changes will align the AOC's systems with federal mandates and system requirements, as well as reduce manual processes, improve data quality and enhance financial stewardship.



Throughout the COVID-19 pandemic, the AOC has provided personal protective equipment for the Capitol campus community. Thanks to these measures and strict adherence to pandemic safety protocols, the agency has continued to meet its mission while ensuring the safety of its employees and visitors.

COVID-19 Financial and Operational Impact

In FY 2022, the AOC remained focused on the continuity of its mission to serve Congress and the Supreme Court and preserve America's Capitol despite the unique challenges posed by the COVID-19 pandemic. The AOC used the funds provided by the *Emergency Security Supplemental Appropriations Act, 2021*, which provided the AOC with \$21.9 million for reimbursements and other costs of the response to COVID-19, of which \$19.4 million was carried over and spent in FY 2022.

From day one of the pandemic, the AOC took steps to ensure the safety of the Capitol campus. The AOC was designated as the legislative branch purchasing agent for personal protective equipment — procuring more than 350,000 COVID-19 rapid antigen test kits and more than 400,000 masks for the Capitol campus community in FY 2022 — and provided weekly inventory updates as part of ongoing work to ensure there were adequate supplies.

The CVC remained closed in the earlier half of the fiscal year due to the pandemic, impacting earned revenues from public tours and onsite gift sales. On March 28, 2022, the CVC reopened to the public, offering tours on a limited basis. The CVC's earned revenues are expected to continue to increase once it reaches full operating status, anticipated in FY 2023.

The pandemic also created an increased demand for cleaning and health protective measures across the Capitol campus. As visitors returned to the CVC and the USBG, COVID-19 funding

was spent in part to prepare these facilities for reopening. Activities included enhanced cleaning services and advanced protection measures for Visitor Services staff.

The AOC's Office of Safety and Code Compliance (SCC) continued tracking the virus and updating the agency on trends related to cases, variants, vaccine updates, therapeutics and preventive controls. This data was shared weekly with senior leadership to support proper response plans, including updated policies and procedural guidance distributed to the workforce. The AOC was also able to pivot quickly toward increased remote work for many of its employees through the efforts of the agency's Information Technology Division, which led the transition to expanded telework capabilities by distributing laptops and mobile devices to employees and upgrading IT infrastructure.

The AOC's successful response to the pandemic was possible due to the agency's existing strategies for maintaining continuity of operations — a longtime priority that leadership was able to capitalize on during this difficult time. Additional information about the AOC's spending to prepare for and respond to the COVID-19 pandemic is provided in Note 24, COVID-19 Activity, of the notes to the financial statements.

Analysis of Systems, Control and Legal Compliance

Federal Managers' Financial Integrity Act of 1982

The AOC's leadership is responsible for establishing and maintaining effective internal controls and financial management systems that meet the objectives of the *Federal Managers' Financial Integrity Act of 1982* (FMFIA). The FMFIA requires agencies to establish internal controls and financial systems that provide reasonable assurance that the following objectives are achieved: effective and efficient operations, compliance with applicable laws and regulations and financial reporting reliability. OMB Circular A-123, Management's Responsibility for Enterprise Risk Management and Internal Control, implements the FMFIA and defines management's responsibilities for ERM and internal controls. The FMFIA requires agencies to provide an annual statement addressing internal accounting and administrative controls and to perform ongoing evaluations and reporting of the adequacy of the controls within the agency.

As a legislative branch agency, the AOC is not subject to FMFIA requirements. Nonetheless, the AOC considers internal controls to be an integral part of the systems and processes it uses to manage daily operations in support of its strategic goals and objectives. The AOC holds its managers accountable for efficiently and effectively performing their duties in compliance with applicable laws and regulations and for using internal controls to maintain the integrity of their activities.

Within the AOC, the internal controls program is managed by the Chief Financial Officer. The Risk Management Officer has the responsibility to manage the program's ongoing internal controls components that follow the principles of OMB Circular A-123, Appendix A, Management of Reporting and Data Integrity Risk and the U.S. Government Accountability Office (GAO) Green Book. The components include the control environment, risk assessment, control activities, information and communication and monitoring. The AOC's Summary of Financial Statement Audits and Management Assurances is included in **Section 4: Other Information**.

Financial Reporting

This fiscal year, the AOC relied on the independent financial statement audit to support the agency's assessment of internal controls over financial reporting.

Risk Management

Consistent with the latest guidance, the AOC uses a maturity model approach to implement OMB Circular A-123,

Appendix A, and integrates risk management activities throughout the agency. The AOC will continue to explore logical integration points between ERM activities and internal control processes to preserve organizational value and enhance decision-making.

Further implementation of the ERM program will build upon the AOC's strategic review process established by the *GPRA Modernization Act of 2010*. Planned activities include the linkage of ERM to the agency's strategic goals, objectives and outcomes, which will enable the AOC to improve its mission delivery. Successful implementation will require the AOC to continue fostering a transparent culture that encourages open communication about potential risks. The ERM program helps the agency improve its processes and performance, while also formalizing the work already undertaken.

Financial Systems

The *Federal Financial Management Improvement Act of 1996* requires federal agencies' financial management systems to provide reliable financial data that complies with federal financial system requirements, applicable federal accounting standards and the U.S. Standard General Ledger (USSGL) at the transaction level. To assess conformance, the agency uses internal controls assessments based on implementation guidance from the OMB, results of reports from the OIG and the annual independent financial statement audit. The overall assessment relies upon the evaluations made under the OMB Circular A-123, Appendix A. When applicable, particular importance is given to any material weakness or significant deficiency identified during the internal controls assessments.

Overall Assessment

Based on the procedures performed, the AOC does not consider any identified deficiencies to be material weaknesses in internal controls. The AOC also does not consider any identified weaknesses to warrant a less than unqualified assertion on internal control over reporting or significant deficiency reporting for FMFIA systems purposes.

Other Information

A summary of the management assurances and The Inspector General's Statement of Management Opportunities and Performance Challenges are provided in **Section 4: Other Information**.

Architect's Statement of Assurance

ARCHITECT OF THE CAPITOL'S STATEMENT OF ASSURANCE

The Architect of the Capitol's (AOC's) management is responsible for managing risks and maintaining effective internal control to meet the objectives of Sections 2 and 4 of the *Federal Managers' Financial Integrity Act* (FMFIA). The FMFIA requires federal agencies to establish controls that reasonably ensure obligations and costs are in compliance with applicable laws; funds, property and other assets are safeguarded against waste, loss, unauthorized use or misappropriation; and revenues and expenditures are properly recorded and accounted for to maintain accountability and permit the preparation of accounts and reports. The FMFIA also requires agencies to annually assess and report on the controls that protect the integrity of federal programs and whether financial management systems conform to its requirements.

As a legislative branch agency, the AOC is not subject to the FMFIA. However, the AOC considers internal control to be a critical element of the processes and systems used to manage its operations and, therefore, embraces the FMFIA principles as a best practice. The AOC is committed to assessing the effectiveness of its internal control environment.

The AOC conducted its assessment of risk and internal control in accordance with Office of Management and Budget Circular No. A-123, Management's Responsibility for Enterprise Risk Management and Internal Control. Based on the assessment results (including the Independent Auditors' Report), and with the exception noted below, the AOC can provide reasonable assurance that its internal control over operations, reporting and compliance were operating effectively as of September 30, 2022, as provided in Section 2 of the FMFIA. The assessment identified a material weakness related to a control gap identified for Environmental Liabilities. We did not concur with this finding in the FY 2021 audit and continue to non-concur. The AOC employs the same provider of cost data utilized by industry professionals across North America to estimate and budget projects, validate internal cost data, and validate vendor quotes. The AOC uses the most comprehensive source to determine cost estimates on the market today. Consistent with other federal agencies, the AOC uses this tool for cost estimations.

It is unreasonable to expect that a small government agency can validate an industry-wide standard.

No instances of noncompliance in the design or operation of reporting internal controls were identified.

Additionally, the AOC can provide reasonable assurance that its financial management system is consistent with component requirements and Section 4 of the FMFIA.

Sincerely,



J. Brett Blanton
Architect of the Capitol
November 16, 2022

Doc. No. 221114-04-01



The Library Buildings and Grounds jurisdiction is responsible for the operation, maintenance and stewardship of the Library of Congress facilities and surrounding grounds. The jurisdiction's real property assets span 4.4 million square feet of space, most notably the Thomas Jefferson Building, pictured here.

Summary of Financial Statement Audit Material Weaknesses

At the close of FY 2022, the AOC had one material weakness, no nonconformances in internal control over program operations and no noncompliances with applicable laws or regulations. Material weaknesses and reportable conditions are determined by management. Using a variety of information sources, the AOC managers and staff assess and improve the effectiveness of internal controls for program operations. These information sources include management knowledge gained from the daily operation of programs and systems, management reviews, program evaluations and the annual independent financial statement audit.

Material Weaknesses Summary

A material weakness is a reportable condition that the agency head determines to be significant enough to be reported outside the agency. The AOC's FY 2022 financial statement audit identified one material weakness related to a control gap for environmental liabilities, a repeat finding from FY 2021. During FY 2022, the AOC developed a multi-phased corrective action plan to address this material weakness that includes retrospective reviews of the cost estimation methodology to improve liability estimates.

Other Financial Compliances

Antideficiency Act

The *Antideficiency Act*, as amended, prohibits federal agencies from obligating or expending federal funds in advance or more than a congressional appropriation and from accepting voluntary services. The AOC had no *Antideficiency Act* violations for FY 2022.

Debt Collection Improvement Act of 1996

The *Debt Collection Improvement Act of 1996* requires that any nontax debt or claim owed to the U.S. government that is 180 days delinquent, with certain exceptions, be referred to the Treasury for collection. Debt that is in litigation or foreclosure with a collection agency or designated federal debt collection center, or that will be disposed of under an asset sales program, is exempt from this requirement. The AOC referred employee debt to the Treasury's Debt Management Services for collection in FY 2022.

Digital Accountability and Transparency Act

The *Digital Accountability and Transparency Act of 2014* (DATA Act) sets standards for federal financial data to make federal spending data more accessible, searchable and reliable. As a legislative branch agency, the AOC is not required to comply with the DATA Act and does not participate in the report submissions.

Federal Financial Management Improvement Act

The *Federal Financial Management Improvement Act of 1996* (FFMIA) requires that federal agencies' financial management systems comply with federal accounting standards, federal system requirements and the USSGL at the transaction level. An agency achieves substantial compliance when its financial management systems routinely provide reliable and timely financial information for managing day-to-day operations, as well as for producing reliable financial statements. The AOC substantially complied with the FFMIA in FY 2022.

Federal Information Security Modernization Act

The *Federal Information Security Management Act of 2002* (FISMA) requires each executive branch agency to develop, document and implement an agencywide program to provide security for the information and information systems that support the agency's operations and assets. The AOC, as a legislative branch agency, is not required to comply with FISMA. Nonetheless, the AOC refers to FISMA, along with other executive branch guidelines including *Federal Information Security Modernization Act of 2014* (FISMA 2014), the GAO Federal Information System Controls Audit Manual and the National Institute of Standards and Technology (NIST) Special Publications to create and maintain its risk-based information security program.

The AOC's risk management and monitoring strategy is based on current NIST guidelines. The AOC, with support from an independent third party, authorizes and reauthorizes information systems on a three-year cycle, testing approximately one-third of all systems annually. This effort evaluates the information security controls for compliance with the AOC's policies.

In FY 2022, the AOC improved its information systems security posture through additional updates to its computer security awareness training, regular testing of security controls and enforcement of procedures for detecting, reporting and responding to security incidents. The AOC reviewed, tested and monitored the IT contingency and incident response plans. A combination of incumbent staff, on-premises monitoring tools and external enterprise security services compose the AOC's system monitoring and incident response capability. The AOC increased the operational technology systems posture by including enhanced industrial security controls in its security standard.

The AOC's information systems and information system security programs are evaluated each year through independent assessments and multiple audits. These assessments and audits improve the AOC information system configurations, documentation and processes while mitigating identified security risks and weaknesses.

Prompt Payment Act

The *Prompt Payment Act* requires certain federal agencies to pay their bills on time, pay interest penalties for late payments and take discounts only when payments are made by the discount date and the discount is economically justified. The AOC is exempt from the *Prompt Payment Act*. However, the AOC's policy is to approve and pay invoices within 30 days. The AOC uses the Treasury's secure online tool, IPP, to assist in its invoice payment process. This tool reinforces compliance with prompt payment business processes through invoice aging reports, configurable workflow escalation strategies and email alerts.

Other Legislation

See: **Section 4: Other Information** for a summary of additional financial management legislation and their applicability to the AOC.



In FY 2022, the AOC expanded its energy conservation programs by retro-commissioning the HVAC systems of several Capitol campus facilities, which optimizes operation of their existing equipment.

Forward-Looking Information

Strong risk management practices and internal controls help the AOC run its operations efficiently and effectively, report reliable information about its operations and financial position and comply with applicable laws and regulations. The AOC's senior leaders work with the Risk Management Officer to maintain a governance structure that effectively implements an ERM and internal control process. Successful execution requires a transparent culture that encourages open communication. The AOC determines the best approach to incorporate risk management into the agency's business culture involved an ERM implementation plan that incorporates governance under the Risk Management Officer.

In FY 2022, the Integrated Risk Management Division (IRMD) continued to mature its ERM implementation approach and processes. As part of the annual risk assessment process, the AOC prioritized the most important risks facing the agency based on their likelihood of occurrence and potential mission impact. This section summarizes the AOC's nine enterprise-level risks and the corresponding strategies to manage each risk to an acceptable level. The risk scores are a calculation of

the likelihood that a risk will occur multiplied by the potential impact. Both the likelihood and impact were rated on a scale of one to five, with five representing a more likely or a higher impact. The Risk Management Officer meets regularly with senior leaders to discuss top risks that may impact the AOC's strategic goals, strategic objectives, programs, systems and projects. The IRMD routinely presents ERM best practices at the agency's management meetings, which bring together senior leaders from each jurisdiction and the central offices.

In addition to the enterprise-level risks, the AOC's OIG identified seven management challenges, two of which address issues like the risks prioritized by management. The AOC leadership has reviewed the OIG's recommendations and will take appropriate actions. **Figure 23** provides a combined summary of the risks and challenges identified by AOC management and the OIG, respectively. The OIG's statement may be found in **Section 4: Other Information**.

FIGURE 23: Summary of the AOC's Enterprise-Level Risks and OIG Management Challenges

DESCRIPTION	AOC MANAGEMENT	AOC OIG
Cybersecurity	✓	✓
Physical Security	✓	
Deferred Maintenance and Capital Renewal	✓	
Life Cycle Project Management	✓	
Manager-Employee Engagement Expectations	✓	
Workplace Health and Safety (OIG description: Balancing Safety, Security and Preservation)	✓	✓
Data Quality and Governance	✓	
Expectation (External Communications)	✓	
IT Infrastructure	✓	
Human Capital Management: Employee Wellness and Culture of Employee Misconduct and Noncompliance		✓
Accessibility, Auditability and Records Retention		✓
Whistleblower Protections		✓
Working Capital Fund		✓
Waste and Accountability		✓



RISK #1 Cybersecurity

The risk of network intrusion by malicious internal and external threats.

RISK RATING

- 4 Likelihood
- 5 Impact
- 20 Risk Score

Explanation: Cybersecurity is the agency's highest rated risk. IT systems are vital to the continuity of operations, and a systems breach could potentially compromise sensitive information, affect service delivery and threaten the safety and security of those who work on and visit the Capitol campus.

Risk Responses: Cybersecurity is an evolving landscape of threats that requires a rigorous assessment and maturity model. The current cybersecurity program presents a robust posture providing protections and mitigations against threats. The risk response plan outlines a proactive approach to maintain a high state of preparedness and ensure the ability to effectively identify and respond to tomorrow's threats.

To manage the cybersecurity risk to an acceptable level, a cybersecurity communications plan provides recurring and timely cyber awareness topics for agency users. The plan specifies the security policies, procedures and controls to protect against cyberthreats. An assessment and authorization process was also developed for all agency systems. This process includes a comprehensive evaluation of IT system policies, controls and documented vulnerabilities. In response to the new process, the incident response plan was updated and expanded to cover all applicable IT systems, allowing the security team to identify, manage and recover from cyberthreats. The plan was tested on applicable systems to ensure adequate responses.

Additionally, planning for Zero Trust Architecture implementation began this fiscal year, based on *Executive Order 14028, Improving the Nation's Cybersecurity* and related guidance from the U.S. Department of Homeland Security. This architecture is a security model that eliminates implicit trust in any one element, node or service and, instead, requires continuous verification.

A review of the vulnerability management program identified the need for updates to the existing policy and procedures. In FY 2023, a gap analysis will compare the current capabilities with the current and future business requirements so that the program can identify, analyze and manage vulnerabilities. Accordingly, a policy memorandum was issued as interim guidance for supply chain risk management. Upon release of the final NIST SP 800-161, Cybersecurity Supply Risk Management Practices for Systems and Organizations, the memorandum will be updated to guide the agency's protection against supply chain risks.



RISK #2 Physical Security

The risk that the AOC fails to protect people, property, physical assets and information from threats, actions and undesirable events that could cause damage and/or loss.

RISK RATING

- 4 Likelihood
- 5 Impact
- 20 Risk Score

Explanation: Providing a safe and secure environment across all AOC facilities is ranked as the second highest agency risk. Keeping physical infrastructure secure, coordinating construction security, managing personnel suitability and collaborating with external security partners while minimizing the impact of security protocols on those who work and visit the Capitol campus is a unique challenge.

Risk Responses: To manage this risk to an acceptable level, the AOC will develop a multiphased, standardized physical security governance doctrine, define security roles and responsibilities and implement a physical security awareness training program to educate and inform personnel. The training will focus on security policies and governance, with a targeted implementation date of December 2023.

The physical security initiatives and long-term programs support the the U.S. Capitol Police (USCP) and the House and Senate Sergeant at Arms' efforts to secure the Capitol campus through critical infrastructure protection, emergency management, employee and contractor suitability and construction project security. In late FY 2021, Congress passed an emergency security supplemental appropriation that provided the AOC with \$300 million to upgrade windows and doors, install new security cameras and implement other improvements. With Congressional support, the AOC initiated a comprehensive facility security assessment that will inform new security enhancements and strengthen the security posture of the Capitol campus.



RISK #3 Deferred Maintenance and Capital Renewal

The risk that the AOC does not obtain the resources required or implement the processes needed to adequately reduce the deferred maintenance and capital renewal backlog.

RISK RATING

- 4 Likelihood
- 4 Impact
- 16 Risk Score

Explanation: Deferred maintenance and capital renewal is ranked as the third highest agency risk. Meeting the mission of preserving and maintaining the aging facilities of the Capitol campus requires proactive routine maintenance on the facilities and equipment systems to minimize the likelihood of failure. If adequate funding is unavailable and processes are not developed and applied to address necessary maintenance, repairs and projects, major damage to facilities, service disruptions and more costly future repairs could ensue. As of September 30, 2022, the estimated deferred maintenance and capital renewal backlog for the Capitol campus was \$2.06 billion and 56 percent of the AOC's major buildings were rated as

CAPITOL HIGHLIGHTS

Refrigeration Plant Revitalization

The AOC's Capitol Power Plant generates chilled water for air conditioning systems on the Capitol campus and for nearby noncongressional buildings on a reimbursable basis. Built in the 1970s, the plant has exceeded its 25-year life expectancy, causing efficiency and reliability issues. The AOC is overseeing a multiyear, multiphase Refrigeration Plant Revitalization project to renovate the plant.

This fiscal year, the AOC completed Phase 4 of the project, which involved the replacement of the original 480-volt switchgear; refurbishment of the structural, mechanical, electrical and ancillary systems of the two cooling towers; the replacement of stainless-steel plating throughout the cooling tower basin; and the required start-up and commissioning work. The construction work required extensive agencywide coordination to ensure continuous reliable and uninterrupted refrigeration operations. The project has resulted in increased chilled water generation efficiency and improved reliability for this vital utility.

The AOC also awarded the contract for Phase 5 this fiscal year, which will replace and reconfigure the corroding 40-year-old water piping, install fire protection and life-safety egress upgrades and improve the plant's reliability. This phase is imperative to prevent pipe breaks and damage to the chiller system that could impede Capitol campus operations. Proposed future phases will address the installation of two primary chilled water pumps and the replacement of five condenser water pumps that have exceeded their estimated useful life.

either in "poor" or "fair" condition. Of the total backlog, \$952 million is required to improve "poor" and "fair" facilities to good condition.

Risk Responses: Managing the deferred maintenance backlog requires significant planning. The Line-Item Construction Program (LICP) helps identify and prioritize projects for congressional consideration. In conjunction with this program, a project charter process identifies the LICP project requirements as early as possible. A facility condition assessment (FCA) dashboard allows improved engagement with facility data, work elements, risk ratings and backlogs.

In FY 2022, the AOC continued to develop Vision 2100, which provides an 80-year vision for the Capitol campus, guides long-range planning and serves as a guide for the Capitol Complex Master Plan (CCMP). The CCMP will provide a 20-year strategy for infrastructure priorities, investments and projects and will inform future five-year strategic plans. Once implemented, the Enterprise Asset Management (EAM) system will further assist in the identification and prioritization of facility needs.

Key activities to reduce this risk include the identification and prioritization of all deferred maintenance and capital renewal needs and the prioritization of preventive maintenance projects over modernization and new construction. To assist with this effort, the AOC will track the reduction of the deferred maintenance and capital renewal backlog overall and by jurisdiction with Facilities Management, Grounds Management and Minor Construction funding, with a target of 2 percent per year per jurisdiction. The AOC will also revise the definition of "Minor Construction" in the FY 2024 budget submission to focus on backlog reduction rather than emergencies and client requests. The agency also plans to establish a deferred maintenance and capital renewal funding line in the FY 2025 budget request.



**RISK # 4****Life Cycle Project Management**

The risk that AOC projects are not effectively planned, scoped and executed within the approved parameters (i.e., cost, schedule, safe delivery, high quality and with minimal client disruption).

RISK RATING

3 Likelihood

4 Impact

12 Risk Score

Explanation: Life cycle project management is ranked as the fourth highest agency risk. The AOC simultaneously manages and executes multiple high-visibility, large-scale and long-term projects to meet the infrastructure needs of the Capitol campus, along with smaller projects. Effective project management processes are required to deliver these projects cost effectively, on time, safely and with high quality and minimal disruptions. These processes help to balance schedules, costs and risks over numerous project phases, while minimizing disruptions and sustaining the necessary staff to support design and construction activity.

Risk Responses: The AOC continues to modernize its project planning tools and technology and enhance management processes. This helps ensure the effective delivery of its design and construction projects. As a fundamental starting point, the agency also established an official, enterprisewide definition for the term "project." This will help categorize projects by linking them to certain common life cycle characteristics, such as processes to be followed, records of work completed and funding approaches.

The AOC will continue to modernize, refine and expand the use of the e-Builder project management system to improve project delivery. This system provides managers with more accurate costs, schedules, resources, data analytics and other essential

project execution data to deliver safe, high-quality projects with minimal disruptions. Moreover, based on the Committee on House Administration's guidance, the AOC will implement a project assessment program (akin to an internal audit function) through the Office of the Chief Engineer (OCE). Currently, monthly reviews of project metrics assist in identifying out-of-tolerance projects based upon cost, schedule and safety. From those reviews, the agency will assess issues and identify root causes.

**RISK # 5****Manager-Employee Engagement Expectations**

The risk that the AOC is not intentional and timely in regularly communicating agency priorities and other essential information with employees across the agency.

RISK RATING

3 Likelihood

4 Impact

12 Risk Score

Explanation: Improved manager-employee engagement expectations is ranked as the fifth highest agency risk. This ranking reinforces the results of employee focus groups that identified management communication as a significant concern. While engagement communications have always been critical, the increase in workplace flexibilities because of the COVID-19 pandemic has highlighted the importance of intentional, routine and timely communications.

Risk Responses: In FY 2022, the AOC issued a five-year Human Capital Strategic Plan that identified the critical link between employee engagement and retention. To understand the current workforce perspective on manager-employee communications and routine knowledge sharing, the AOC reestablished its participation in the Federal Employee Viewpoint Survey (FEVS). An organizational climate survey tool, the FEVS allows employees to share their perceptions

CAPITOL HIGHLIGHTS

An Accessible Capitol Campus

Many of the historic buildings under the AOC's care were constructed before the establishment of current accessibility standards and require upgrades to provide reasonable accommodations for individuals with disabilities. While in some cases the original construction of the buildings or historical considerations render accessibility upgrades extremely difficult or impossible, the AOC is committed to addressing accessibility issues where possible so that all who work on or visit the Capitol campus have equal access to the facilities and spaces.

This fiscal year, the AOC completed numerous *Americans with Disabilities Act* (ADA)-related remediation projects identified by the Office of Congressional Workplace Rights. Notable accomplishments include the installation of specialty elevator lifts at the U.S. Capitol Building's Senate Chamber dais and a chairlift at the Hart Senate Office Building, the conversion of a second entrance at the Dirksen Senate Office Building to meet accessibility standards and the completion of a study for conversion at the building's final entrance.

In addition to accessibility projects, major renovation projects provide opportunities to reconfigure infrastructure with ADA-compliant features while also considering the historical character of the facility. For example, the Cannon Renewal included constructing ADA-accessible building entrances, widening doorways, adding family restrooms, installing accessible drinking fountains and adding elevators.



about their work experiences and provides the agency with concise data on employee satisfaction with leadership and supervisor communication, among other things. The AOC expects to receive its FEVS results from the Office of Personnel Management early in FY 2023 and will use that information to identify opportunities for enhancing communication on agency priorities and other essential information with employees.

To increase employee access to information and improve communication capabilities, the AOC will conduct a feasibility study on providing cell phones to all employees. By providing this technology, employees would have increased access to information and improved communication capabilities. The technology would also permit the AOC to remotely disseminate security protocols and training. The AOC is considering 360-degree performance appraisals for managers and leadership. These tools hold managers and leadership accountable and empower employees to provide feedback without reprisal. As this will require additional funding, it is being considered for a future phase of the Performance Communication, Evaluation System (PCES).



RISK # 6

Workplace Health and Safety

The risk that the AOC fails to provide a physically safe work environment.

RISK RATING

- 3 Likelihood
- 4 Impact
- 12 Risk Score

Explanation: Workplace health and safety is ranked as the sixth highest agency risk. The AOC is responsible for ensuring a safe and healthy environment for those who work at or visit the Capitol campus, and the agency includes safety as one of its core values. To uphold a robust health and safety culture, the agency integrates fire and life-safety planning, building code compliance, health and safety, accessibility, environmental

compliance and emergency preparedness measures into its daily operations and projects. Meeting the safety requirements of the Capitol campus while providing access to its public buildings and preserving its historic and architectural integrity is a significant challenge.

Risk Responses: The AOC is committed to fostering and sustaining a robust safety culture and integrating preemptive measures into its operations, maintenance activities and construction projects. This culture includes design reviews, construction specifications, fire and life-safety code compliance, fire alarm testing, walk-through inspections, industrial hygiene monitoring and hazardous waste management.

In response to this risk, the AOC will foster an agencywide safety culture through the expanded use of its new Integrated Safety Management System (ISMS). The ISMS was established to embed an intentional, robust and leadership-driven framework for implementing, maintaining and improving safety processes. With a new workplace culture that emphasizes safety, the AOC will increase its jurisdictions' participation in the Safety Observations and Reflections (SOAR) training program by 100 percent. The program applies to employees, supervisors and managers, and focuses on the behavioral aspects of individual safety, encouraging workplace habits that reduce unsafe conditions and practices. To supplement this program, mandatory safety training requirements have been implemented for employees, which will be tracked through AOC Learn.

Furthermore, the AOC will reduce Office of Congressional Workplace Rights (OCWR) findings over a six-year timeframe. The OCWR conducts biennial inspections of legislative branch facilities and grounds to ensure safety and accessibility. To improve safety and accessibility, the AOC will focus on training and self-inspections, ensuring that jurisdictions have corrective action plans for ADA and inspection findings, monitoring closure rates and tracking and reporting performances quarterly.



RISK #7

Data Quality and Governance

The risk that decision-quality data is not readily available to achieve strategic objectives and there is no established data governance structure, which could compromise data security.

RISK RATING

- 3 Likelihood
- 4 Impact
- 12 Risk Score

Explanation: Data quality and governance is ranked as the seventh highest agency risk. The twofold focus of this risk aims to ensure that data is reliable and available as an agency asset for achieving strategic objectives while ensuring that appropriate and consistent data structures exist to support data management. Improved data quality and governance will enable better quality decisions through leveraging data.

Risk Responses: The AOC does not have a mature data program that enables data-driven decisions. The agency's data comes from multiple disparate sources. There is no overarching governance structure in place to standardize policy and guidance on how data is managed and reported.

To manage this risk, the AOC will develop data governance roles, policies and procedures. Such policies should provide guidance on the proper and ethical use of data, while improving data access by adding flexibility and empowerment to the governance framework. Once implemented, this framework will help integrate crosscutting enterprise data to facilitate more agile, accurate, cost-effective and data-driven decision-making. In support of governance roles, policies and procedures, the AOC will also conduct a full inventory of available data within the agency. In support of governance roles, policies and procedures, the AOC will also conduct a full inventory of available data within the agency.

**RISK # 8****Expectation
(External Communications)**

The risk that the AOC does not manage the needs and expectations of stakeholders (i.e., clients, customers and oversight entities) based on the actual level of capacity the AOC has to fulfill requests.

RISK RATING

- 4** Likelihood
- 3** Impact
- 12** Risk Score

Explanation: The expectation risk is ranked as the eighth highest agency risk. This risk is aligned with the Provide Extraordinary Services strategic goal — in particular to client services provided for the agency's congressional stakeholders and other tenants of AOC-managed facilities. Driving factors for this risk relate to the management of multiple tenant service requests in a timely and accurate fashion. Furthermore, communicating clearly and consistently with facility tenants using clearly defined, consistently applied and transparent policies and procedures will be critical to success. In managing this risk, the AOC will continue to work with its congressional stakeholders to develop and report key measures that are meaningful to customers and reflect the agency's day-to-day operations.

Risk Responses: The risk responses are under development and evaluation.

**RISK # 9****IT Infrastructure**

The risk that the AOC does not have a proper IT infrastructure in place to support current and future technology requirements.

RISK RATING

- 3** Likelihood
- 4** Impact
- 12** Risk Score

Explanation: IT infrastructure is ranked as the ninth highest agency risk. Driving factors for this risk relate to the location, age and viability of the agency's data centers, along with the need to maintain consistent network availability across the Capitol campus. Although the likelihood of this risk was deemed to be moderate, the impact would be significant if the IT infrastructure, services and functions were to fail.

Risk Responses: IT Infrastructure comprises the components required to operate and manage enterprise-level IT environments. The current IT Infrastructure presents a risk to supporting current and future technology requirements. The risk response plan outlines a proactive approach to meeting operational goals while staying viable within the federal IT environment.

To manage this, the AOC will develop a cloud-based strategy to articulate the future use of private, public and hybrid cloud architectures. The AOC will also explore "as-a-service" models to support business activities in a secure and resilient environment. Through research, the AOC will identify potential courses of action for relocating the Ford House Office Building data center. The current data center infrastructure will be assessed and opportunities identified to reduce resources in preparation for a potential migration to a cloud-based infrastructure. Future risk responses will include developing a formal migration plan (to include funding requirements) and, eventually, relocating the data center to a new facility that is geographically diverse, collocated or cloud-based.

To update fiber-optic infrastructure, the AOC will analyze the current fiber-optic infrastructure of the Capitol campus and identify requirements to increase network speed to meet future business needs. That analysis will allow the development of a fiber-optic infrastructure project plan. Work will also begin on currently funded initiatives to modernize the off-site data center. These initiatives include replacement of the facility's roof, chiller, and fire alarm system. Meanwhile, the AOC will formulate budget requests for future planned projects, including building a robust infrastructure with concurrent backup systems to ensure reliability. The AOC will work to reach an agreement with the legislative branch organizations operating out of the facility and changing the data allocation process when needed.

Aging IT equipment may create additional technology risks. To manage aging equipment, the AOC will establish a funded capital equipment replacement program to professionalize the equipment replacement process, prevent the presence of infrastructure unsupported by vendors and allow the AOC to forecast IT needs.

CAPITOL HIGHLIGHTS

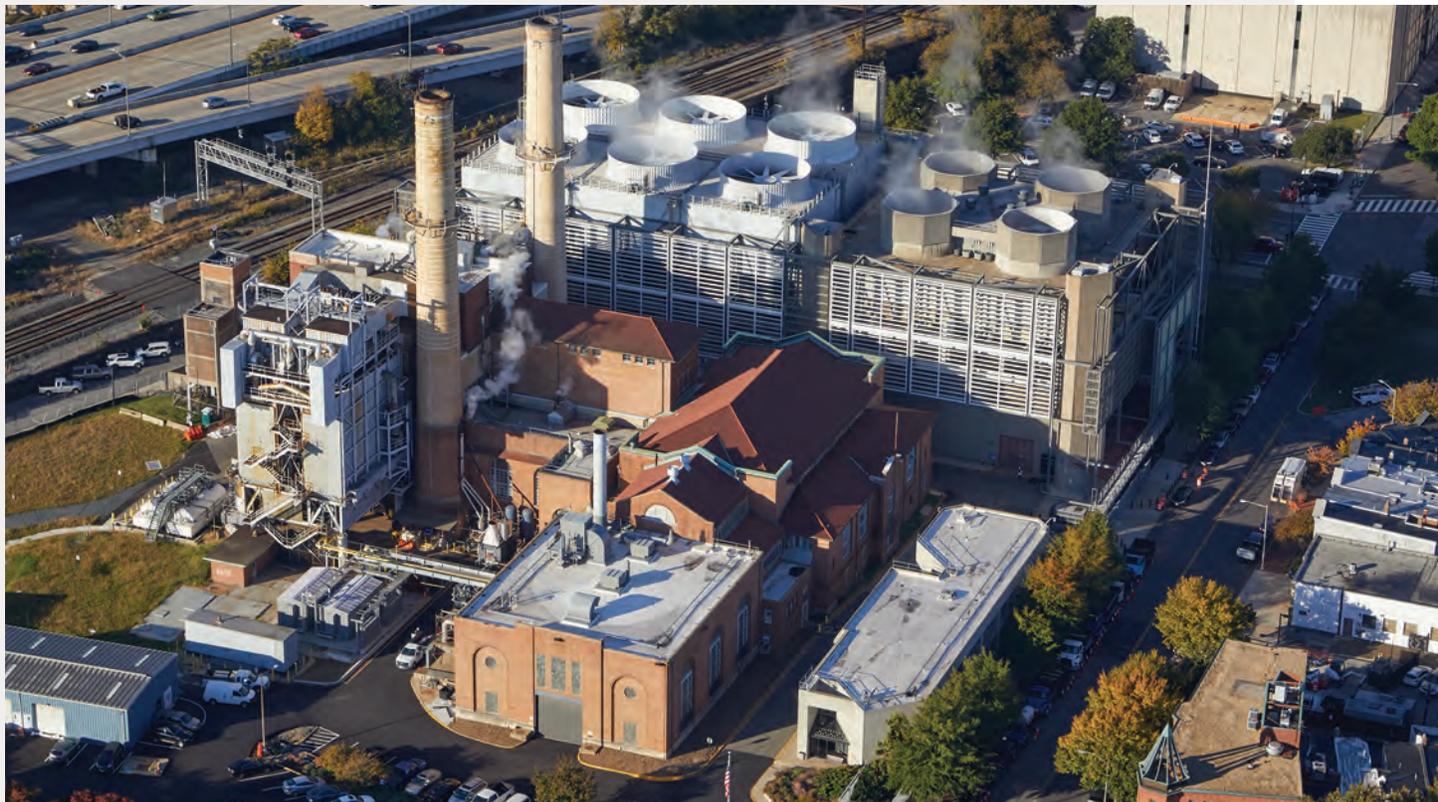
Climate-Related Financial Risk

The May 2021 *Executive Order on Climate-Related Financial Risk* encourages federal agencies to summarize efforts taken or planned to assess, measure and mitigate risks related to climate change that could affect the entity's financial performance, position or condition. While exempt from the executive order, the AOC commissioned a report to evaluate the potential impacts that extreme weather conditions may pose to the agency's mission and infrastructure as part of a prior strategic planning effort. The report provided a high-level analysis of likely extreme weather impacts to the Washington, D.C. region and recommended strategies the agency could employ to minimize or remediate the risks posed to the Capitol campus.

The evaluation focused on the most critical facilities under the AOC's care and narrowed the analysis to four likely areas of impact: sea level rise and severe rainstorms, ice and snowstorms, extreme temperatures, hurricanes and windstorms. The evaluation, which included 27 facilities, revealed consistent areas of vulnerability and recommended strategies for mitigating potential damage. The key themes in the report included: all AOC facilities are susceptible to water infiltration and damage; all AOC facilities are susceptible to exterior envelope damage from multiple extreme weather impacts; and many facilities, systems and specialized collections and spaces are insufficiently supported by standby power.

As part of this study, the AOC developed a summary scorecard for each facility that shows the weather risks, possible courses of action and a cost model assessing an approximate cost for each course of action. The report also identified simple and immediate remediation efforts that could be taken to address many of these risks, including regular inspections and assessments, regular updates to preventive maintenance plans, improved standard operating procedures and updated project identification and program development processes.

In FY 2022, the AOC completed a Capitol Power Plant Master Plan that outlines the utility infrastructure upgrades necessary to allow the AOC's facilities to operate during extreme weather. The agency also completed a resiliency assessment, using the National Renewable Energy Laboratory process. These climate assessments will be used to inform the Capitol Complex Master Plan process.



Year in Photos

From the day-to-day activities of the AOC to major projects and special events, our photographers document the agency's mission. These photos depict the fiscal year at the AOC.



The Senate Fountain in the early morning.



Decorative painters applied a faux marble finish to over 100 columns in the House Office Buildings.



The USBG hosts a webinar in the Conservatory.



A view of Senate Park from the roof of the Russell Building, with a double rainbow in the sky.



Chief Security Officer Valerie Hasberry, Director of the Capitol Grounds and Arboretum James Kaufmann and Capitol Building Superintendent Mark Reed were honored as finalists for the Samuel J. Heyman Service to America Medals in the category of Management Excellence for their leadership during the cleanup, restoration and enhanced security of the Capitol campus following the events of January 6, 2021.



The AOC maintains and preserves more than 286 acres of landscape across the Capitol campus.



The lawn of the U.S. Capitol Building in the morning.



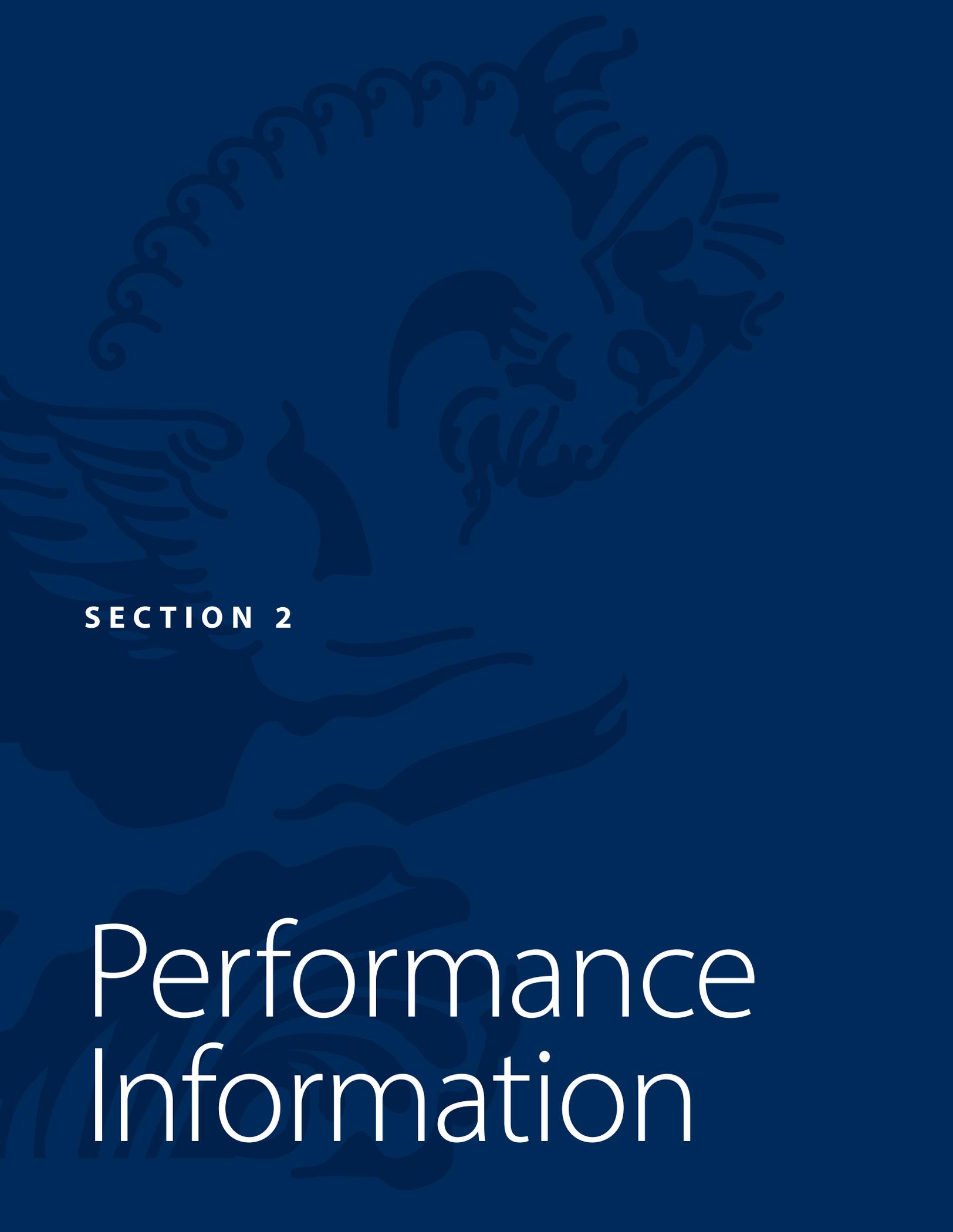
A CVC guide leading a tour. The CVC reopened in FY 2022 after being closed for more than two years due to the COVID-19 pandemic.



The USBG reopened to the public in April, welcoming visitors with a new agriculture-themed exhibit, "Cultivate: Growing Food in a Changing World."



The AOC supported three lying in state ceremonies during FY 2022.



SECTION 2

Performance Information



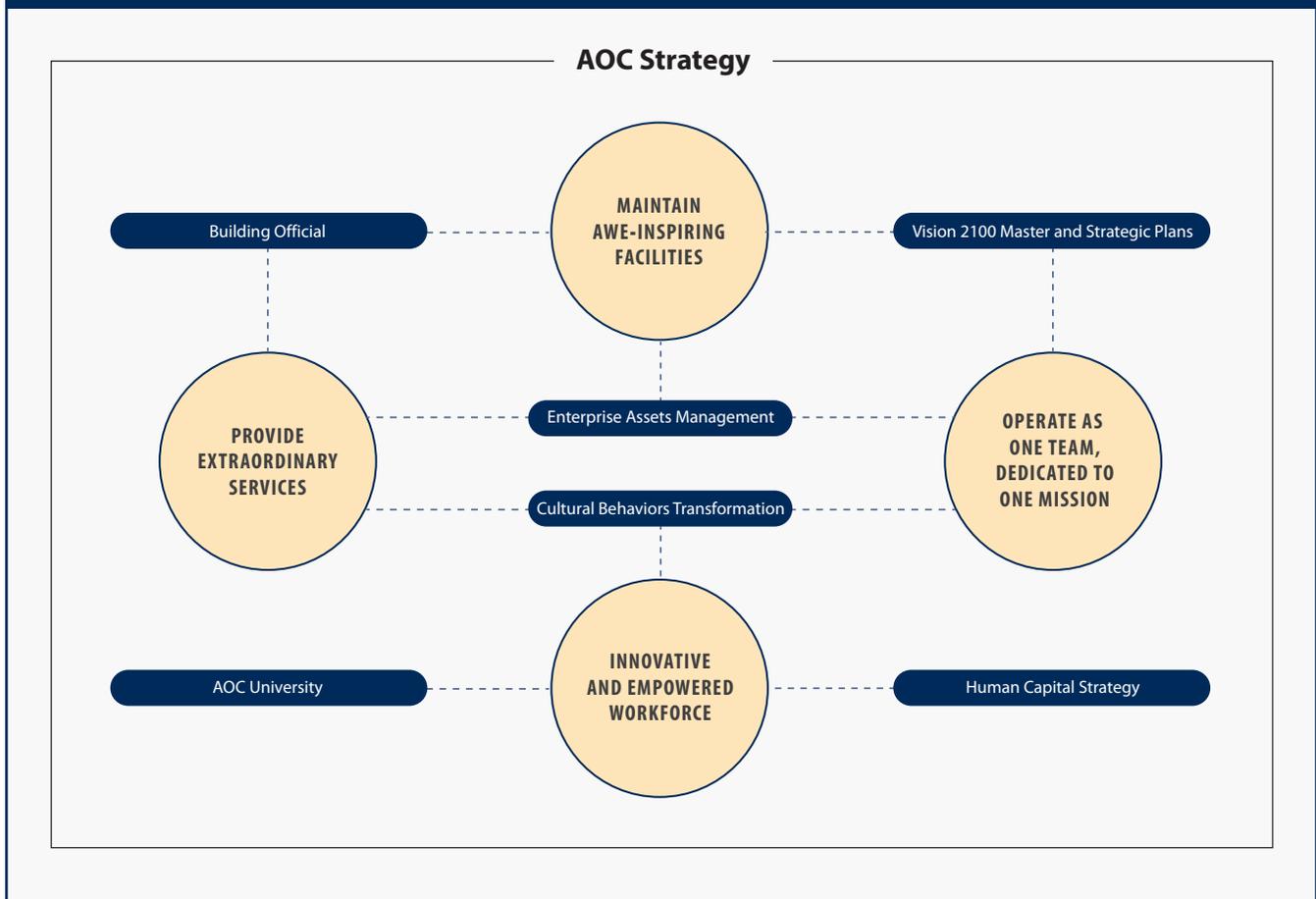
The AOC cleaned and recaulked the fountain on the West Front of the U.S. Capitol Building in FY 2022, part of the ongoing Capitol Exterior Preservation — Stone and Metal project.

Overview

This section provides information on the agency’s progress towards achieving the goals and objectives described in the Bridge Strategic Plan and Performance Plan, including progress on strategic objectives and performance goals. The section also summarizes the Strategic Plan framework, performance data verification, strategic goals and objectives, performance goals and key performance indicators (KPI).

Introduction

In FY 2022, the AOC published a new strategic plan covering FY 2022 through FY 2025. The Bridge Strategic Plan defines the strategic performance framework and serves as a transition from the prior plan to a new one that supports the the agency’s organizational transformation through the development of a new long-term vision for the Capitol complex. This Bridge Strategic Plan maintains the four strategic goals from the prior plan that focus efforts to execute the mission, leverage core competencies and pursue the agency’s vision. Maintain Awe-Inspiring Facilities and Provide Extraordinary Services — the first two strategic goals — are program-oriented. They align with the agency’s core mission areas. Foster an Innovative and Empowered Workforce and Operate as One Team, Dedicated to One Mission — the third and fourth strategic goals — are values-focused. They promote employee engagement, accountability and a culture of innovation, collaboration and safety. Each strategic goal is defined below and operational KPIs are included to indicate progress towards the strategic goal where applicable.

FIGURE 24: Strategic Goals and Objectives

As part of the organizational transformation that began in FY 2021, AOC leadership identified six initiatives as opportunities for transformation that are critical to the agency's long-term success: AOC University; Building Official; Cultural Behaviors Transformation; Enterprise Asset Management; Human Capital Strategy; and Vision 2100 Master and Strategic Plans. These initiatives serve as the agency's strategic objectives in the Bridge Strategic Plan. Each strategic objective aligns with multiple strategic goals, as shown in **Figure 24**.

The Bridge Strategic Plan also outlines performance goals for each strategic objective. These 28 goals, broken out by fiscal year, provide specific near-term targets to help the agency meet its strategic objectives. Where possible, these performance goals include a performance indicator, a target and a time period, which are expressed in objective, quantifiable and measurable forms. In some cases, "alternative form" performance goals, e.g., milestones, are used to measure progress toward the strategic objective.

The FY 2022 Agency Strategic Performance Plan helps track performance and success for the strategic objectives. It also identifies and further defines the performance goals and KPIs where possible. The AOC refreshes its Performance Plan annually based on performance reviews and changes in internal and external operating environments. The Bridge Strategic Plan is focused on continuous improvement, fostering innovative ways to serve tenants and visitors and providing opportunities for employees to grow and advance. The FY 2022 Agency Strategic Performance Plan, which includes 13 strategic KPIs, is focused on tracking progress of the strategic objectives that are important to the agency's long-term success. The FY 2022 performance goals and strategic KPIs are provided with their associated strategic objective below. As future strategic plans are developed to replace the Bridge Strategic Plan, the AOC will refine strategic objectives that reflect the AOC's mission and develop KPIs that provide meaningful performance data.

The AOC's Balanced Scorecard

As part of the organizational transformation and to assist in the development of a long-term vision for the agency, the AOC has implemented a balanced scorecard strategic planning and management system. The balanced scorecard assists the AOC in better communicating goals, aligning day-to-day work with strategy, prioritizing projects, products and services and measuring and monitoring progress towards strategic targets. It connects the projects and programs the KPIs used to track success, the strategic objectives and the agency's mission, vision and strategy.

The Balanced Scorecard Institute has defined *Nine Steps to Success™* for a balanced scorecard strategy framework: Assessment, Strategy, Strategic Objectives, Strategy Mapping, Performance Measures, Strategic Initiatives, Performance Analysis, Alignment and Evaluation. The new Bridge Strategic Plan was developed in FY 2022 under the assessment step.

As a legislative branch agency, the AOC does not have mandated performance reporting requirements, though it uses this report to publish its performance results for transparency and accountability. The AOC is not required to submit its performance results to the Office of Management and Budget (OMB) and this Performance Information section is not linked to the executive branch's performance and accountability website, www.performance.gov. Similarly, the AOC does not contribute to the OMB's Cross-Agency Priority (CAP) goals.

Data Validation and Verification

The AOC is committed to ensuring the completeness, reliability, usefulness and quality of the performance data included in the PAR and has mechanisms in place to validate and verify the accuracy of reported information. These efforts entail regular assessments that address standards and processes, data entry, transfer, integrity, limitations and governance. The assessments occur frequently in the development stages of dashboards and management reports to mitigate errors before deployment, as well as to confirm the usefulness of data in decision-making. Subject matter experts and agency executives conduct data-driven meetings to evaluate performance. Data validation and verification includes:

- Use of applied measurement techniques to identify sources, validate data and generate meaningful information
- Identification and implementation of authoritative sources, calculations and standards
- Use of automated data collection systems
- Use of automated and manual data checking procedures
- Analysis of data and identification of possible discrepancies for resolution
- Implementation of controls such as restricting permissible values, flagging outliers for review and visualizing results
- Review by data owners, data users and subject matter experts
- Deployment of enterprise tools for standardized reporting
- Review and discussion of performance results with senior leadership
- Improvement of data integrity by ensuring internal reports and dashboards use the same data sources and support calculations

The long-term goals described in the Bridge Strategic Plan inform the annual KPIs included in this report. The AOC maintains documentation for each KPI that includes a description of the KPI's relevance, data source and owners, underlying calculations, data validation steps, definitions of relevant terms and a summary of data limitations and risks that might impair accuracy. This information improves the validity, accuracy and depth of the data used to measure performance. Performance dashboards allow the AOC to assess performance, ensure data quality and enable the automated reporting of analytics with authoritative data. To improve the reliability of its performance data, the AOC certifies data sources, performs quality checks of indicator outputs and uses the dashboard software to flag input errors and execute test calculations.

Key to Performance Results:

✓ Target Met ✗ Target Not Met



The exterior restoration of the U.S. Capitol Building is one of the AOC's major stone preservation projects. FY 2022 saw the installation of scaffolding and the initiation of paint stripping and stone repair on the building's west façade.

Strategic Goal 1

Maintain Awe-Inspiring Facilities

The AOC's mission centers on our stewardship of the structures and grounds of the nation's capital. We must ensure every visitor to Capitol Hill experiences the grandeur of these architectural treasures at their very best.

The AOC's Maintain Awe-Inspiring Facilities strategic goal focuses on the core mission responsibilities to operate, manage and preserve the iconic buildings, grounds and heritage assets of the Capitol campus. Under this goal, the AOC supports congressional and Supreme Court of the United States operations through the provision of effective facilities

management, project delivery, cultural preservation and related services. The agency employs experts in tradecrafts who balance the unique responsibility of preserving historic buildings and meeting modern workforce needs. As part of this goal, the AOC develops sustainability practices for the Capitol campus (including the Capitol Power Plant) that reduce the agency's energy usage and save millions in taxpayer dollars. In addition, this goal prioritizes deferred maintenance and capital renewal projects.

Three strategic objectives support this strategic goal: Building Official, Enterprise Asset Management and Vision 2100 Master and Strategic Plans. More information on the strategic objectives, performance goals and strategic KPIs is included below.

INSIGHT  OPERATIONAL KPI

Reduce Cumulative Energy Intensity Use

Overview

This operational KPI addresses the AOC's energy and sustainability program by measuring the cumulative reduction of energy use on the Capitol campus. Through FY 2015, the AOC achieved cumulative energy reductions of over 30 percent, as mandated under the *Energy Independence and Security Act of 2007*. This accomplishment capped 10 years of energy reductions, saving the agency over \$94 million. Starting in FY 2016, the AOC targeted an additional 2 percent reduction per year over the next 10 years; the 32 percent target for FY 2016 increased to 44 percent for FY 2022 and will ultimately reach 50 percent in FY 2025.

Performance Results

This fiscal year, as shown in **Figure 25**, the AOC met its targeted performance, achieving a cumulative reduction of 48.3 percent. Completed energy savings performance contract (ESPC) projects provide energy and water savings for the Capitol campus. Further savings resulted from retro-commissioning mechanical systems and improving building system monitoring. The implementation of large-scale Capitol campus infrastructure projects, such as the Cannon Renewal, will help the agency build on these energy savings. In FY 2022, the cumulative performance dropped slightly from the previous fiscal year. This was due to facilities requiring increased electric usage as more building occupants returned to on-site work and increased HVAC operations (due to the COVID-19 pandemic) continued across the Capitol campus.  **Target Met**

FIGURE 25: Reduce Cumulative Energy Intensity Use



Definition

BTUs divided by buildings' gross square feet

Source

Utility bills, November 3, 2022

Target

Reduce cumulative annual energy intensity use an additional 2% (44% target for FY 2022)

Trend: The agency's performance exceeded its targeted reduction for five of the past six fiscal years.

 **TARGET MET**

INSIGHT OPERATIONAL KPI

Facility Condition Index

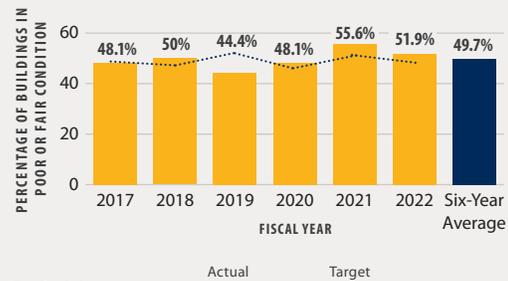
Overview

This operational KPI measures the AOC's ability to maintain its facility inventory and is based on the Facility Condition Index (FCI), a benchmark used to objectively assess a facility's current and projected condition. The FCI categorizes facilities either as poor, fair, good or very good. The AOC's FCI is calculated as the estimated cost of all identified deferred maintenance divided by a building's current replacement value. A ratio of less than 0.02 is considered very good, between 0.02 to 0.05 is good, between 0.05 to 0.10 is fair and more than 0.10 is poor. The performance target is for the percent of major buildings in poor or fair condition to be less than or equal to the previous year. For purposes of this indicator, 27 of the AOC's facilities are considered major buildings. There has been no change in the methodology for computing deferred maintenance and current replacement value from prior years. Due to the advanced age of many of the AOC's facilities, it is a priority to maintain their condition in at least good condition.

Performance Results

In FY 2022, as shown in **Figure 26**, the percentage of major buildings in either poor or fair condition decreased to 51.9 percent (14 of the 27 major buildings). To ensure that the information used to measure building conditions was up to date, the AOC completed seven facility condition assessments (FCA)

FIGURE 26: Facility Condition Index



Definition

Percentage of buildings in "poor" or "fair" condition

Source

AOC FCAs, FY 2022

Target

Percent of buildings in "poor" or "fair" condition is less than the previous year

✓ **TARGET MET**

to modify the FCI computations and identify ongoing facility issues. An FCA dashboard provides up-to-date facility data and allows the agency to monitor its portfolio of major buildings and optimize the public's investment in federal facilities. Since the percentage of buildings in poor or fair condition did not increase in FY 2022, the AOC met its performance target for this success metric.  **Target Met**

CAPITOL HIGHLIGHTS

Cannon Renewal

The Cannon House Office Building, the oldest congressional building other than the U.S. Capitol and the Thomas Jefferson Building, is undergoing a complete renewal. The century-old building had not received a comprehensive system upgrade since the 1930s and was suffering from operational and structural issues that jeopardized its long-term functionality and safety. The 10-year Cannon Renewal has five phases (Phases 0-4), at the end of which the facility will provide modern amenities, upgraded systems and an effective workplace to support congressional operations. The project also incorporates many accessibility improvements.

In FY 2022, the AOC neared completion of Phase 3 of the Cannon Renewal. This phase addressed the east side of the building and included the demolition and abatement of Member suites and upgrades for the associated HVAC, plumbing, electrical, fire protection, telecommunications and security systems. Notable highlights of this phase included the ongoing construction of a new fifth floor and the completion of the Veterans' Affairs Hearing Room upgrades. Work also included the restoration and modernization of the Cannon Caucus Room, the second-largest gathering space on the Capitol campus. Phase 3 is planned for substantial completion in January 2023, in time for the beginning of the 118th Congress. The AOC also completed the design review and award for Phase 4. This final phase, scheduled to begin in January 2023, will address the south side of the building.

To improve agency efficiency and prevent wasteful spending, the AOC Office of Inspector General completed assessments related to the Cannon Renewal. One assessment identified more than \$93,000 in unallowable and questionable contractor reimbursements. Another determined that both the COVID-19 pandemic and the events of January 6, 2021, impacted the project's cost and schedule. The AOC concurred with these conclusions, while acknowledging that economic factors (e.g., inflationary costs, labor shortages and supply chain issues) could result in additional costs.

www.aoc.gov/what-we-do/projects/cannon-renewal





Like all customer service employees at the AOC, CVC tour guides are responsible for providing a welcoming, informative and inspiring experience to all visitors to the Capitol campus.

Strategic Goal 2

Provide Extraordinary Services

We support our prestigious occupants in their critical mission to govern our country. We fulfill the journey of visitors from across our nation and around the world to celebrate and discover the center and symbol of American democracy. Our internal and external services are equally essential in the successful fulfillment of our mission, values and vision.

This strategic goal promotes an organizational culture that is focused on consistently recognizing and meeting customer needs by being responsive, courteous and taking ownership for actions.

Table 13 defines the types of customer services associated with this goal. The terms “client” or “tenant” include Members of Congress and the Supreme Court, their staff and employees of other federal agencies working in AOC-managed facilities. The term “visitor” encompasses all persons coming to the Capitol campus, whether for business or leisure, or interacting with the agency virtually through its online programs. The term “internal” refers to AOC staff who provide support services for the rest of the agency.

Three strategic objectives support this strategic goal: Building Official, Enterprise Asset Management and Cultural Behaviors Transformation. More information on the strategic objectives, performance goals and strategic KPIs is included below.

TABLE 13: Customer Service Types Associated With the Provide Extraordinary Services Strategic Goal

CUSTOMER SERVICE TYPE	DEFINITION
Client/Tenant Services	Client services include normal and special request services provided to building tenants. A service call, written request or technician work order typically initiates normal client services (e.g., painting services). Client services also include special event support (e.g., the presidential inauguration) and the congressional office moves.
Visitor Services	Visitor services include providing a welcoming, informative and inspiring experience on the Capitol campus. The AOC provides free public tours, exhibitions, lectures and online programs to enhance the visitor experience. Visitor services also include restaurant management services and gift shop operations.
Internal Services	The AOC has many collaborative partnerships among its business units. Internal services include communications, contracting and procurement, financial and human resources, IT and project management.

INSIGHT  OPERATIONAL KPI

Customer Satisfaction With Projects

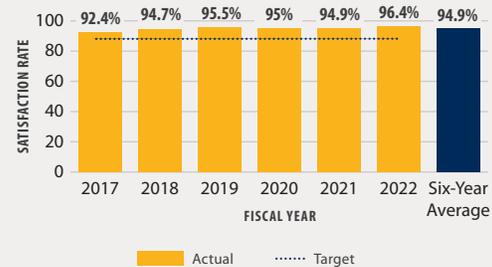
Overview

This operational KPI measures customer satisfaction with AOC-led design services and construction management to ensure the agency delivers projects with high customer satisfaction. The AOC facilitates all capital improvements, alterations, additions and repairs to the Capitol campus. Following the completion of a design or construction project, the AOC's Office of the Chief Engineer issues a customer satisfaction survey to the AOC jurisdiction point of contact responsible for coordinating the project. The completed peer surveys provide the data for this operational KPI. The performance target is a combined 90 percent satisfaction rating. The AOC's strategies to meet this operational KPI metric include leveraging best-in-class project management principles and strengthening facilities planning.

Performance Results

In FY 2022, the AOC received 44 project survey responses, representing 43 construction service projects and one design service project. The projects included U.S. Capitol Building sprinkler upgrades, relocating Rock Creek Park stone, Russell Senate Office Building attic door replacement and Thomas Jefferson Building generator replacement. **Figure 27** illustrates the AOC's achievement of a 96.4 percent satisfaction rating for design and construction projects — the

FIGURE 27: Customer Satisfaction With Projects



Definition

Number of projects rated as satisfactorily completed divided by total evaluated

Source

FY 2022 Customer Satisfaction Survey

Target

90% of projects are rated by clients as satisfactorily completed

Trend: The agency's performance exceeded its target for the past six fiscal years.

✓ TARGET MET

highest satisfaction rating in the past six years. This fiscal year, the AOC developed a new Tableau dashboard that enabled survey results to be automatically calculated and able to provide assessments, trends, areas of improvement and examples of excellence.

✓ **Target Met**

CAPITOL HIGHLIGHTS

Capitol Campus Reopened for Visitors

In FY 2022, after being closed for more than two years due to the COVID-19 pandemic, the U.S. Botanic Garden (USBG) and U.S. Capitol Visitor Center (CVC) reopened to the public. In March 2022, the CVC began offering limited in-person tours to student groups and supporting Member-requested small tours (15 people or less). In April, the USBG opened the Conservatory to the public. The opening exhibit, “Cultivate: Growing Food in a Changing World,” is the largest in USBG history, occupying numerous indoor and outdoor spaces. In May, the CVC expanded its services to include public tours on a reservation-only basis and reopened the CVC restaurant.

In preparation for reopening the CVC’s publicly accessible spaces, the AOC completed necessary improvements for accessibility, safety and enhancement of the visitor experience. To limit the spread of airborne germs, the AOC designed, built and installed acrylic shields for the CVC ticket counters, Gift Shops and restaurant cashier stations. Publicly accessible spaces received a detailed cleaning, tile floors were repointed, damaged walls were patched and painted and a pollution control unit was rebuilt. The CVC staff received training on safety, providing world-class service and virtual presentation skills.

At the USBG, accessibility improvements within the Conservatory included new pathways along the Southern Exposure courtyard that provide better views and additional seating. A bog area for displaying carnivorous plants was also installed. Upgrades to the pavement in the Children’s Garden courtyard addressed tripping hazards and access concerns. In the Orchids house, stone walls and hardscaping were rebuilt to increase safety and a defunct waterfall was transformed into a new seeping wall.

www.visitthecapitol.gov and www.usbg.gov/visit



At the AOC, CVC tour guides provide a welcoming, informative and inspiring experience to all visitors to the Capitol campus.



The AOC requires a highly skilled workforce to accomplish its mission. The agency strives to provide these employees with the tools, training and environment to excel.

Strategic Goal 3

Foster an Innovative and Empowered Workforce

An empowered workforce will exercise greater responsibility for its performance and proactively apply well-informed judgment and innovation to solve problems with solutions that focus on results.

The AOC's third strategic goal embraces the spirit of continuous and focused employee improvement to sustain the agency's core mission. This goal provides employees with the tools, training and environment to excel in their respective duties. Effective and efficient mission achievement and improved service to our stakeholders is achievable through the enhanced alignment and strategic management of the agency's

workforce. This strategic goal drives the AOC's efforts to create a work environment that cultivates leadership, rewards excellence and creativity and assists the AOC in attracting, developing, engaging and retaining exceptional employees. The AOC is committed to ensuring its employees' health, safety and security. To that end, all employees are required to participate in regular safety, injury avoidance and emergency preparedness training. These trainings, along with regular safety communications and protocols, improve staff awareness, preparedness and performance of the AOC's safety and security requirements.

Three strategic objectives support this strategic goal: AOC University, Human Capital Strategy and Cultural Behaviors Transformation. More information on the strategic objectives, performance goals and strategic KPIs is included below.

INSIGHT  OPERATIONAL KPI

External Safety Inspection Findings

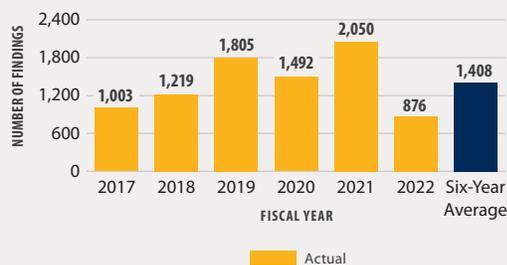
Overview

This operational KPI measures the number of safety inspection findings identified by the Office of Congressional Workplace Rights (OCWR). Congress established the OCWR to enforce and administer workplace rights, accessibility and safety and health for congressional workers and visitors to the Capitol campus. During each biennial congressional cycle, the OCWR assesses the AOC's spaces for safety hazards that require corrective action. The target for this measure is to have fewer OCWR findings than the rolling average of findings from the previous six years.

Performance Results

At the end of FY 2022, the OCWR identified 876 instances of safety noncompliance, which was fewer than the rolling six-year average (1,408 findings) and met the performance target for this KPI. However, the FY 2022 number is based on only 14 out of 24 scheduled inspections. The additional 10 inspections will be conducted in FY 2023 during the final period of the 117th Congress.  **Target Met**

FIGURE 28: External Safety Inspection Findings



Definition

OCWR Findings

Source

Number of findings captured from the OCWR Summary Report Spreadsheet

Target

Less than the average of previous six years of findings

Trend: The agency's performance exceeded its targeted reduction for five of the past six fiscal years.

 **TARGET MET**

CAPITOL HIGHLIGHTS

Staff Named as Finalists for Service to America Medals

Three AOC employees were honored as finalists for the Samuel J. Heyman Service to America Medals (also known as the Sammies) in the category of Management Excellence. Chief Security Officer Valerie Hasberry, Director of the Capitol Grounds and Arboretum James Kaufmann and Capitol Building Superintendent Mark Reed were honored for their leadership during the cleanup, restoration and enhanced security of the Capitol campus following the events of January 6, 2021. Their leadership and management ensured that the work of Congress could continue later that evening and the 59th Presidential Inauguration could occur on schedule two weeks later.

Architect of the Capitol J. Brett Blanton noted that each of the honorees made quick assessments of what needed to be done, set priorities and motivated their staff to complete the job of cleaning up the debris and beginning the painstaking work of restoring the U.S. Capitol Building and Grounds, while simultaneously securing the perimeter of the Capitol campus. "What was impressive to me was the calming effect that Mark, Val and Jim had on their staffs," said Blanton. "They focused on the mission and told employees, 'Let's do our job and enable democracy to prevail.'"

The Partnership for Public Service is a nonprofit, nonpartisan organization whose mission is to help make the government more effective. Every year, the Sammies recognize excellence in the federal workforce and inspire other talented and dedicated individuals to pursue public service. The Sammies highlight ways the federal government makes the country better, safer and stronger.

www.servicetoamericamedals.org/honorees/valerie-hasberry-james-kaufmann-mark-reed/

WE'RE PROUD
OF OUR
2022 SAMMIES FINALIST



Read about their outstanding accomplishments at
ServiceToAmericaMedals.org



#SAMMIES2022



The USBG Conservatory welcomed visitors in FY 2022 with a new agriculture-themed exhibit, renovated garden spaces with new plants on display and accessibility upgrades.

Strategic Goal 4

Operate as One Team, Dedicated to One Mission

We must recognize and value that what may appear to be competing priorities for different AOC functions are ultimately in service to our united mission, values and vision.

The AOC's fourth strategic goal focuses on the collaborative and integrated elements needed for the AOC to achieve results. The AOC works collectively to preserve and maintain the Capitol campus facilities by providing innovative, safe and professional services. Accomplishing the organizational goals and objectives requires diverse leadership and collaborative management. Delivering organizational excellence is a shared responsibility. Establishing a mission-oriented culture is built on consistent, high-quality customer experiences, sound resource management, reliable workforce planning and modern technology systems.

Delivering organizational excellence also requires a workforce connected to the AOC's mission and to each other. It requires a culture that embraces a shared commitment to the mission and understands collaboration with fellow employees and with peer organizations as a path to success. Although the AOC does not contribute to the OMB's CAP goals, the agency monitors their progress to identify the governmentwide priorities and challenges that impact the agency. In particular, the goals related to leveraging data as a strategic asset, developing a workforce for the 21st century and improving the customer experience are particularly relevant to the AOC and its future. This strategic goal promotes communication and collaboration within and among the agency's jurisdictions and administrative offices to create a more efficient and effective organization.

Three strategic objectives support this strategic goal: Cultural Behaviors Transformation, Enterprise Asset Management and Vision 2100 Master and Strategic Plans. More information on the strategic objectives, performance goals and strategic KPIs is included below.

Operate as One Team, Dedicated to One Mission

The AOC fosters an environment that rewards growth, cooperation, inclusivity and accountability. In FY 2022, the following employees were nominated by the heads of their respective jurisdictions or offices for recognition in this report as exemplifying the AOC's mission to serve, preserve and inspire:

James Adams and Amy Bolton *U.S. Botanic Garden*

James, Horticulture Manager, and Amy, Learning and Engagement Manager, worked together to ensure continued public engagement during the more than two-year closure of the USBG Conservatory and its successful April 2022 reopening. They both led thoughtful and comprehensive evaluations of their teams, leading to reorganization proposals for improved efficiency and performance.



Tove Anderson *Office of the Chief Engineer*

Tove supported several complicated projects, such as the Senate Underground Garage and Landscape Restoration and the CVC Exhibition Hall Renovation. With Tove's project management expertise, she has led her teams and managed client expectations with grace and ease.

Michael Dunn *Office of the Chief Administrative Officer*

Michael has done an exceptional job leading the Photography and Technical Imaging Branch for nearly 20 years. He blends the sensibility of a historian with the technical expertise of an IT professional, ensuring that documentation in all media supports the AOC's mission.



Eric Grimes *Supreme Court Building and Grounds*

Eric is an exceptional supervisor and a role model. His leadership and acumen have been critical to implementing the Supreme Court Building and Grounds' electrical resiliency program and planning the complicated outages required to test and integrate new system components.

Matt Harrison *Office of Safety and Code Compliance*

Matt, a fire protection engineer, successfully negotiated solutions for accessibility in House office buildings hearing rooms while balancing historic preservation, safety and responsiveness to client needs.



Kathleen Macfarlane *Office of the Chief Engineer*

As a senior cost estimator, Kathleen supports multiple AOC teams and projects. She has inspired those around her while providing comprehensive support for the National Library Service for the Blind and Print Disabled project and the high-visibility Senate Employees' Child Care Center.



Maureen O'Connor
U.S. Capitol Visitor Center

Maureen is the CVC Employee of the Year. As an education specialist, she works tirelessly to expand the reach of programming. She shares her passion for the U.S. Capitol in many ways, including in the development of augmented, virtual and mixed reality experiences.



Diana Phillinganes
Library Buildings and Grounds

Diana, a general engineer, raises the bar for customer service and ensures that her team is focused on appropriate project details. Diana has received rave reviews from the Library of Congress, and they are always delighted when she is assigned to manage their projects.



David Rines
Capitol Building

As an HVAC supervisor, David applies the “Serve, Preserve and Inspire” mission to every aspect of his position. He encourages his employees and colleagues to think about the AOC’s mission and how their actions contribute to it throughout their workday.



Gia Stancell
Human Capital Management Division

Gia, a supervisory human resource specialist, has provided exceptional leadership and insight into the AOC’s pandemic response. Her work resulted in the development of policy memoranda outlining safety protocols and leave flexibilities and the establishment of a COVID-19 health attestation system.



Janice Thomas
Senate Office Buildings

As an assistant superintendent, Janice oversees the enhanced nightly cleaning of more than 1 million square feet of office space in the three main Senate office buildings and provides outstanding leadership and care to 193 employees in the jurisdiction’s Night Custodial Branch.



Melissa Westbrook
Capitol Grounds and Arboretum

Melissa exemplifies the AOC’s mission through her dedicated work developing and maintaining the arboretum collection. An urban forester, she has a passion for preserving our historic living landscape and has educated others at the AOC and inspired visitors worldwide.



Francis Zelenak
House Office Buildings

Fran works diligently behind the scenes, using his attention to detail to ensure projects produce the best value for clients and uphold the highest quality standards. As a general engineer, Fran excels at understanding stakeholder expectations and sharing his knowledge with colleagues.

Not Pictured:
Wayne Smith

Capitol Power Plant

An assistant supervisor of power plant operations, Wayne has worked at the Capitol Power Plant for 29 years, ensuring reliable, effective and efficient operations. Wayne has an inspiring positive attitude and is known for always stepping up to support his coworkers.

Strategic Objectives

AOC University

The AOC requires an agencywide standardized process to identify workforce skill gaps and deliver the high-quality training needed to fill them. Limited employee understanding of advancement opportunities across the agency hinders development and retention, and the AOC's leadership and supervisory training programs are poised for review and expansion. Creation of AOC University will address these challenges through a sustainable structure to train employees, inspire their careers and foster their professional growth and development. Once established and at full operating capacity, AOC University will foster individual and organizational learning and knowledge that drives business results and supports employees in achieving their career goals. AOC University will support the growth and retention components of the Human Capital Strategy by providing opportunities for all employees to strengthen their skills and capabilities based on a professional career path and learning goals that support the AOC's mission.



The FY 2022 Agency Strategic Performance Plan identified three performance goals associated with this strategic objective:

1. Develop an operating model for C-suite leadership approval by August 1, 2022. This will provide the road map for developing a world-class education and training model for AOC employees. **✔ Goal Met**
2. Conduct a gap analysis to identify needed curricula/courses for prioritized occupational groups/job series. The AOC University gap analysis will develop a prioritized list of the agency's training and education shortfalls. These shortfalls will inform future training and education opportunities for employees. **✔ Goal Met**
3. Finalize evaluation and technology strategies. AOC University will develop a strategy to leverage the latest technology to provide employee training and education. The technology strategy will also develop processes to incorporate future technological advancement. **✘ Goal Not Met**

The AOC accomplished two of the three performance goals aligned with this strategic objective this fiscal year. Work associated with the third goal is underway. The agency developed an operating model for AOC University, which was approved by the Architect of the Capitol. This model provides the road map for creating a world-class education and training model. The agency also completed the AOC University gap analysis to identify needed curricula and courses for prioritized jobs series. The gap analysis resulted in a prioritized list of the agency's training and education shortfalls. The AOC University technology strategy will leverage the latest employee training and education technology and will include processes to incorporate future technological advancements. At the end of FY 2022, all employees had 24/7 access to online training courses via a partnership with Skillssoft's Percipio immersive learning platform. Over time, AOC University will also expand its technology strategies, employee training and development opportunities. The new and expanded programs will include enhanced supervisory training, new leadership development training, advanced apprenticeship program and new mentorship and ambassador programs. The finalized technology strategy is expected in the second quarter of FY 2023.

The FY 2022 Agency Strategic Performance Plan defined two strategic KPIs to measure progress against the AOC University strategic objective. Both strategic KPIs were alternative form KPIs and were established as initial steps in providing quantitative data to measure performance towards this strategic objective. See: **Table 14**. The strategic KPI: Satisfaction Rate for Training Availability will provide information on the effectiveness of the training curriculum in meeting the agency's needs. The strategic KPI: Percent of Staff Receiving Nonmandatory Training will serve as an indicator of the level of supervisor encouragement for staff training.

The baselines for both strategic KPIs will be derived from the results of the 2022 Office of Personnel Management (OPM) Federal Employee Viewpoint Survey (FEVS). The AOC resumed participation in the FEVS in FY 2022 after a break in participation in 2021. However, the results of the survey were not available at fiscal year-end. Once results are available in FY 2023, the baselines will be established.

TABLE 14: Strategic Key Performance Indicators Associated With the AOC University Strategic Objective

STRATEGIC KPI	FY 2022 TARGET	FY 2022 RESULTS	STATUS
Satisfaction Rate for Training Availability	Establish Baseline	Baseline Established	Target Met
Percent of Staff Receiving Nonmandatory Training	Establish Baseline	Baseline Established	Target Met

Building Official

The Building Official strategic objective addresses efforts to consolidate responsibility for health, fire and life-safety issues related to construction projects and develop an agencywide approach to code compliance. This strategic objective establishes the Building Official position with a centralized oversight function that ensures consistency of processes and compliance with nationally recognized codes and standards for construction and infrastructure. The Building Official will oversee plan reviews, construction inspections and construction acceptance testing for all AOC facility construction efforts and will also document code compliance based on the new standards with building permits, certificates of completion and certificates of occupancy.

The FY 2022 Agency Strategic Performance Plan identified three performance goals associated with this strategic objective:

1. Establish the office of the Building Official to ensure compliance with building standards. If funding is available, staff the office by September 30, 2022, to develop and launch the program.  **Goal Met**
2. Establish processes for issuing permits (design review, construction and occupancy). The AOC's Building Official will initiate at least 10 pilots for design review, construction or occupancy. The results of the pilots will inform policy and process development.  **Goal Met**
3. Establish an official policy to clearly communicate expectations and standards to all stakeholders. The initial policy will be published no later than September 30, 2022.  **Goal Not Met**

The AOC made substantial progress towards launching the Building Official program in FY 2022. The agency staffed the Building Official position and began forming the staffing team, filling six positions and conducting a search for an *Americans with Disabilities Act* (ADA) coordinator. The agency continued pilot programs for projects with long design and construction timelines and added additional inspection projects for ADA and building code. Ten pilot programs were initiated in FY 2022.

While the agency did not publish the initial Building Official policy before fiscal year end, the final draft was completed for approval and publication.

The FY 2022 Agency Strategic Performance Plan did not include strategic KPIs for the Building Official strategic objective. Beginning in FY 2023, the AOC will develop strategic KPIs for this strategic objective.

Cultural Behaviors Transformation

The Cultural Behaviors Transformation strategic objective is intended to improve the workplace climate and culture. By instilling the agency's core values in its employees, the AOC will develop a culture that drives employee satisfaction and engagement and supports a positive workplace. This strategic objective will promote a culture that minimizes employee conflicts and disputes, eliminates harassment and discrimination, enhances efficient operations and catapults the AOC into a best place to work, while providing an excellent customer experience. This strategic objective will create positive experiences by empowering employee engagement groups to lead the transformation process. Employees will be educated on integrating techniques to maintain a healthy workplace culture and learn how to access and use resources and services. Employees will consistently demonstrate these lessons through their positive actions, living the AOC's values every day and working in an environment where everyone is respected and valued.

The FY 2022 Agency Strategic Performance Plan identified four performance goals associated with this strategic objective:

1. Provide for facilitated sessions and workshops for at least 15 groups within the AOC. Facilitated sessions provide a voice for employees from across all offices and jurisdictions. These facilitated sessions will also enhance AOC culture and help make the AOC a better place to work through engaging the employees to contribute to positive change.  **Goal Met**
2. The AOC has identified methods to measure the success of the AOC's Cultural Behaviors Transformation. A method of data collection and evaluation for these metrics will be developed and will be in active use by the end of FY 2022.  **Goal Not Met**

3. Engage and promote leadership development and strengthening throughout various levels of the organization. The AOC will develop programs to identify and grow current and future leaders. The AOC will develop and implement performance standards to hold leaders accountable and integrate these standards into their performance plans in FY 2022.  **Goal Met**

4. Execute the revised AOC anti-harassment training program in FY 2022. The AOC established a quality training program to educate AOC employees about anti-harassment.  **Goal Met**

In FY 2022, the AOC met three of the four performance goals. At fiscal year-end, 15 groups across the agency had participated in facilitated cultural behaviors sessions. In addition, all employees received training on workplace rights, preventing discrimination and harassment and avenues of assistance, which includes diversity, equity and inclusion components. The AOC also held virtual off-site leadership workshops, which focused on aligning enterprise-level leaders, strengthening their leadership abilities and integrating collaboration across the agency.

The second performance goal under this strategic objective is reliant on the results of the 2022 OPM FEVS. Although the AOC participated in the 2022 OPM FEVS, the results will not be available until FY 2023. Once received, the results will inform the finalization of metrics to measure the success of efforts aligned with this strategic objective.

The FY 2022 Agency Strategic Performance Plan did not include strategic KPIs for the Cultural Behaviors Transformation strategic objective. Beginning in FY 2023, the AOC will develop strategic KPIs for this strategic objective.

Enterprise Asset Management

This strategic objective addresses the efforts to ensure the effective stewardship of AOC facilities and management of the deferred maintenance and capital renewal backlog. The Enterprise Asset Management (EAM) solution is intended to track and monitor assets, optimize performance and reduce operating costs. EAM will replace out-of-date technology, restore reliability, reduce long-term costs and provide a system to forecast resource requirements. It will maximize return on investment, assets and scheduled maintenance while enhancing decision-making priorities about operating, maintaining and renewing building infrastructure and other assets. The AOC will achieve industry standards and best business practices as identified by the International Organization for Standardization (ISO) 55001 standard of asset management objectives.

The FY 2022 Agency Strategic Performance Plan identified five performance goals associated with this strategic objective:

1. Complete a thorough maturity assessment and analysis of the AOC's asset management processes to provide a clear starting point for EAM efforts.  **Goal Met**
2. Identify selection criteria for EAM tools and provide recommendation to the C-suite for the best fit. Review at least three different vendors to determine the optimal EAM system(s) for the AOC.  **Goal Not Met**
3. Publish an EAM guidance memorandum for the AOC that provides the baseline for the agency's commitment to EAM. EAM is a comprehensive process that will impact almost all AOC functions and activities. The baseline guidance memorandum will be published no later than fall 2022 to initiate the EAM process.  **Goal Met**
4. Publish the AOC Strategic Asset Management Policy (SAMP) by summer 2022. The SAMP will support the EAM and AOC strategy and provide guidance to offices and jurisdictions in development of their asset management policies (AMP).  **Goal Not Met**
5. Jurisdictions will begin to develop their annual AMP for reporting. AMP templates and applicable guidance will be issued to the jurisdictions in FY 2022 and jurisdictions will complete initial versions of their AMPs in FY 2023.  **Goal Not Met**

In FY 2022, the AOC met two of the five performance goals and began work on the additional three. The AOC completed a high-level maturity assessment of the EAM program and a GAP analysis and foundations plan for ISO 55001 certification and published the EAM Guidance Memorandum. These foundational efforts will inform additional work under this strategic objective in FY 2023. The maturity assessment and gap analysis will guide the selection criteria for EAM tools that will be completed in FY 2023, providing recommendations for EAM tools that will be used in a software pilot. The EAM Guidance Memorandum provides the initial direction for the EAM program, allowing for the development of a draft SAMP outline (completed as a part of the maturity assessment). These documents will guide the EAM program and assist the jurisdictions in developing their respective AMPs. The SAMP is forecast for completion in FY 2023.

The FY 2022 Agency Strategic Performance Plan defined two strategic KPIs to measure progress against the EAM strategic objective. Although both were alternative form KPIs, neither were met in FY 2022. See: **Table 15**. The strategic KPI measuring the percentage of jurisdictions that began development of their AMP was pushed to the FY 2023 Agency Strategic

Performance Plan because the SAMP was not published in FY 2022 and, therefore, the jurisdictions could not begin work on their respective AMPs. Similarly, the strategic KPI associated with selecting the EAM system was also moved to the FY 2023 Agency Strategic Performance Plan. Although EAM software requirement documents were completed in FY 2022, the selection decision and software pilot program were moved to FY 2023.

TABLE 15: Strategic Key Performance Indicators Associated With the Enterprise Asset Management Strategic Objective

STRATEGIC KPI	FY 2022 TARGET	FY 2022 RESULTS	STATUS
Percentage of Jurisdictions That Began Development of Their AMP	100%	0%	Target Not Met
Selection of the EAM System	Selection of System	Not Selected	Target Not Met

Human Capital Strategy

Multiple workforce trends are impacting the ability to recruit, develop and retain the highly skilled staff needed to meet the agency's mission. Declining national enrollment in trade schools has strained the pipeline of talent with specialized skills to fill positions for trade, artisan and crafts positions. Federal government pay scales are not competitive with those available in the private sector and there are heightened safety concerns amid the ongoing pandemic and current Capitol campus environment. Additionally, the AOC has an aging workforce. Their legacy knowledge about maintaining the unique facilities and systems across the Capitol campus will be lost if it is not shared before these employees retire or separate from the agency. The Human Capital Strategy (HCS) is imperative to address these challenges by adapting and strengthening recruitment, onboarding, development, advancement, retention, engagement and employee well-being programs and processes. Achieving this objective will allow the AOC to attract, recruit and acquire a highly skilled and diverse workforce to meet current and future mission needs, expand professional development opportunities to enhance employee skills, maximize performance and enhance the employee experience to strengthen employee engagement, well-being and retention. Through targeted recruitment outreach efforts, expanded opportunities for employee training, development and advancement, and enhanced engagement and well-being programs, the HCS objective will optimize the human resource capabilities to fulfill the mission, vision and strategic goals.

The FY 2022 Agency Strategic Performance Plan identified seven performance goals associated with this strategic objective:

1. Publish the Human Capital Strategic Plan, including strategic goals, objectives, strategies and KPIs by the end of FY 2022. The Human Capital Strategic Plan will focus on recruitment, hiring, employee growth and development, engagement and retention.  **Goal Met**
2. Enhance outreach and recruitment efforts by increasing partnerships and engagement with educational institutions, as well as with organizations serving underrepresented groups.  **Goal Met**
3. The Human Capital Management Division (HCMD) will establish pilot human capital-related Communities of Practice to identify talent acquisition methods for mission-critical and hard-to-fill positions.  **Goal Met**
4. Address challenges with Wage Grade pay for mission-critical and hard-to-fill positions.  **Goal Met**
5. Create more career ladder positions and detail opportunities. These career ladder positions will increase applicant pools for AOC position vacancies, as well as provide promotional opportunities for our employees.  **Goal Met**
6. Maximize the use of telework, where feasible, as telework has proven effective for organizational performance.  **Goal Met**
7. HCMD will implement a comprehensive and streamlined agencywide off-boarding process, including exit interviews. This will allow for a smooth transition and capture data that will be used to understand and reduce barriers to retention.  **Goal Met**

In FY 2022, the AOC met the seven HCS performance goals. In July 2022, the Human Capital Strategic Plan was published, setting the five-year strategy for the AOC's human capital efforts. To identify and recruit new employees, the AOC established 13 new partnerships with trade schools, colleges, universities and nonacademic organizations that serve underrepresented groups. To address internal human capital development needs, the AOC established Communities of Practice. This takes the form of groups of AOC personnel who share a common trade, craft, profession or set of work-related responsibilities, independent of office or jurisdiction, to promote knowledge sharing and workforce empowerment. Additionally, the AOC increased the availability of career ladder positions and detail opportunities that promote professional growth. The agency developed and published a revised policy this fiscal year to support maximum use of telework. The new policy provides leadership the authority to provide additional remote work flexibilities, when appropriate. To standardize the agencywide off-boarding process, the agency developed and piloted an automated exit survey tool. Using the exit survey tool, a baseline for voluntary turnover rate has been established and will be used to compare turnover to industry standards.

The FY 2022 Agency Strategic Performance Plan defined five strategic KPIs to measure progress against the Human Capital Strategy strategic objective. See: **Table 16**. As the agency implements the HCS, these KPIs are under development. The exit survey tool and other human capital systems and databases will provide this information. However, at the end of FY 2022, no data was available for reporting.

STRATEGIC KPI	FY 2022 TARGET	FY 2022 RESULTS	STATUS
Reduce the Time to Hire — Direct Hire Positions	Establish Baseline	Not Available	Target Not Met
Reduce the Time to Hire — Competitive Positions	Establish Baseline	Not Available	Target Not Met
Reduce the Internal Promotion Rate	Establish Baseline	Not Available	Target Not Met
Reduce the Voluntary Turnover Rate	Establish Baseline	Not Available	Target Not Met
Reduce the Cost Per Hire — Competitive Positions	Establish Baseline	Not Available	Target Not Met

Vision 2100 Master and Strategic Plans

Taken together, Vision 2100, the Capitol Complex Master Plan (CCMP) and the AOC Strategic Plan set forth a visionary future for the Capitol campus and align resource allocation and prioritization decisions to achieve that vision. Vision 2100 and the CCMP will provide an opportunity for stakeholders to play a role in securing and preserving the Capitol campus for the next century and continue to inspire and educate. Vision 2100 will incorporate innovative ideas and best practices from futurists, visionaries and urban planning experts and provide a standard set of measurable goals implemented through the CCMP. See: **Table 17**. Through these efforts, the Capitol campus will transform into an inspiring example of a world-class environment for planning. The strategic plan will provide guidance, prioritization and resourcing with an outlook of five-year increments.

The FY 2022 Agency Strategic Performance Plan identified six performance goals associated with this strategic objective:

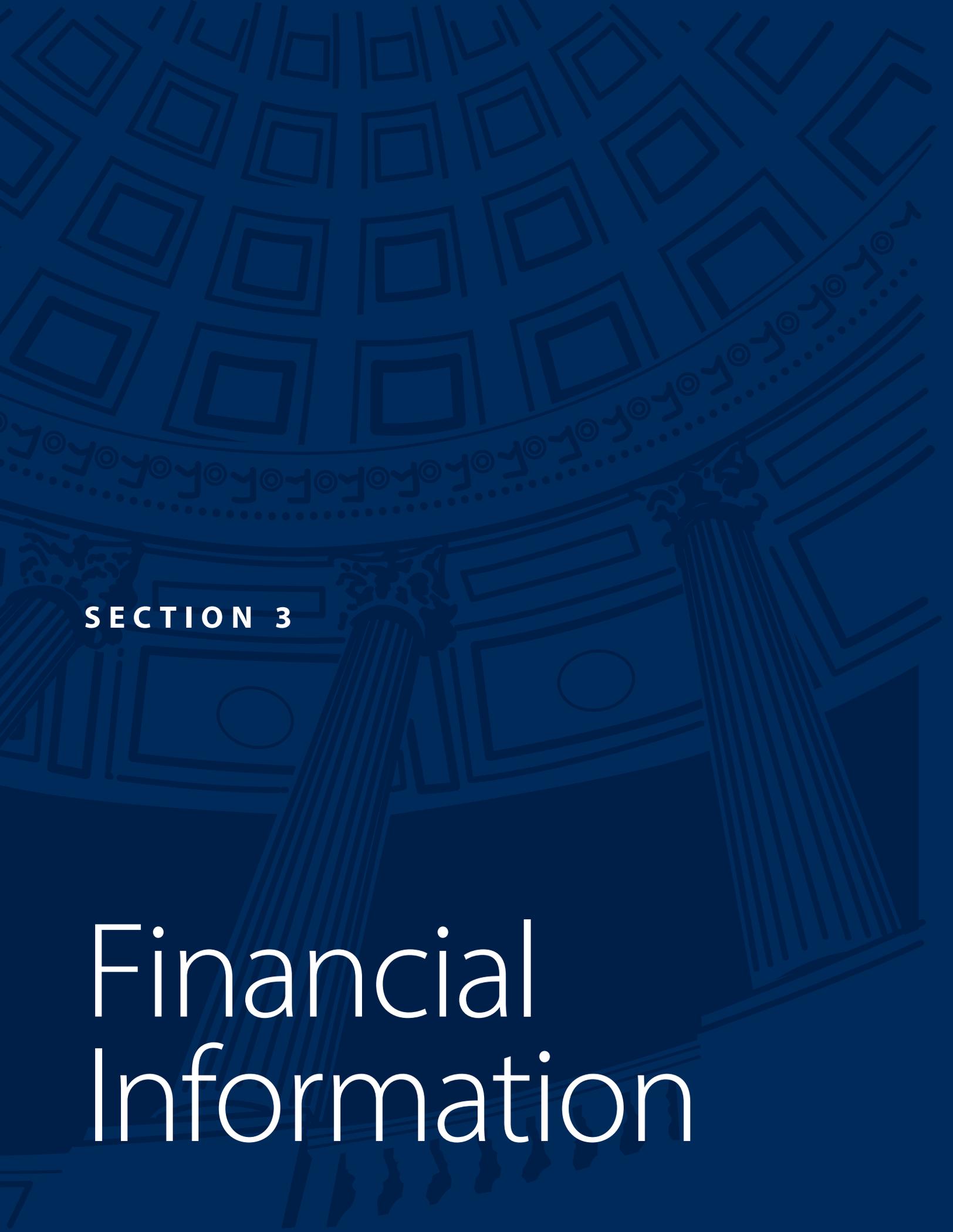
1. Finalize Vision 2100 in the second quarter of 2022, with long-term goals for guiding the future of the Capitol complex. Ensure Vision 2100 is clearly understood and communicated to internal and external stakeholders. ❌ **Goal Not Met**
2. Facilitate a process and develop documentation that will culminate in the adoption of an internal governance structure to support C-suite decision-making for the CCMP. Provide this governance structure for Vision 2100 and CCMP no later than in the second quarter 2022. ✅ **Goal Met**
3. Execute a comprehensive stakeholder engagement process for Vision 2100 that will engage all relevant internal and external Capitol complex stakeholders. An internal governance structure to support C-suite decision-making will codify and streamline how the AOC develops long-term plans. ✅ **Goal Met**
4. Initiate Phase I (of III) of the CCMP. Development of the full CCMP is an 18-month process. The first phase of the CCMP establishes the architecture for the development of the CCMP and initial high-level strategies. ✅ **Goal Met**
5. Publish the Bridge Strategic Plan to facilitate the agency's transformation, focused on the Strategic Objectives. ✅ **Goal Met**
6. Publish the FY 2022 Agency Strategic Performance Plan. The Agency Strategic Performance Plan will be a brief document, a SharePoint list of FY 2022 metrics, and Tableau dashboards for reporting to AOC leaders. ✅ **Goal Met**

In FY 2022, the AOC accomplished five out of six performance goals aligned with this objective. Although Vision 2100 was not completed this fiscal year, significant work in developing the vision was completed, including a comprehensive stakeholder engagement process that included facilitating discussions with internal and external stakeholders about the purpose and outcomes for the future vision. The process culminated in the development of the vision for the Capitol campus, which will inform the CCMP. The draft CCMP governance structure was under review at the end of the fiscal year. Both the new Bridge Strategic Plan and the FY 2022 Agency Strategic Performance Plan were published this fiscal year.

The FY 2022 Agency Strategic Performance Plan defined four alternative form strategic KPIs to measure progress against this strategic objective. Each of the strategic KPIs related to the development and publication of the Vision 2100 and the CCMP. The AOC is prioritizing the validity of Vision 2100's development. This validation process has increased the developmental time frame, but will ensure the document accurately captures the intended direction of the Architect of the Capitol and lays out a realistic and attainable vision for the future of the Capitol campus. As a result, none of the KPIs were met this fiscal year.

TABLE 17: Strategic Key Performance Indicators Associated With the Vision 2100 Master and Strategic Plans Strategic Objective

STRATEGIC KPI	FY 2022 TARGET	FY 2022 RESULTS	STATUS
Publish a Complete Report, Including Diagrams, Images and Sufficient Documentation To Convey Vision 2100	Publish Report	Not Published	Target Not Met
Develop an Expanded Narrative Vision for the Key Focus Areas of the Capitol Complex in the Year 2100	Develop Expanded Narrative	Not Developed	Target Not Met
Develop a Set of Long-Term Goals for Guiding the Achievement of the Capitol Complex Vision	Develop Long-Term Goals	Not Developed	Target Not Met
Develop Documentation That Will Culminate in the Adoption of a Governance Structure to Oversee the Development of a CCMP	Develop Documentation	Not Developed	Target Not Met



SECTION 3

Financial Information



Overview

This section provides the financial information for the AOC. The section includes the message from the Chief Financial Officer, the independent auditors' reports, audited financial statements and notes and required supplementary information.

Introducing the Principal Financial Statements

The AOC prepared its principal financial statements to report its financial position and results of operations. The statements and notes are prepared from the AOC's books and records in accordance with U.S. generally accepted accounting principles (GAAP) for the federal government and the Office of Management and Budget Circular A-136, Financial Reporting Requirements. The statements are in addition to financial reports prepared in accordance with U.S. Department of the Treasury (Treasury) directives to monitor and control the status and use of budgetary resources, which the AOC prepares from the same books and records. The statements should be read with the understanding that they are for a component of the U.S. government, a sovereign entity. The AOC prepares each statement on a comparative basis.

The **Balance Sheet** provides the AOC's assets, liabilities and net position. Net position represents the net investment of the U.S. government in the AOC's assets, less liabilities.

The **Statement of Net Cost** provides the gross costs incurred by responsibility segment (AOC jurisdiction), net of any exchange or earned revenue from activities. The AOC prepares the Statement of Net Cost using the proprietary basis of accounting and, unlike budgetary accounting, includes the cost of services provided by other entities, accruals and noncash expenses such as depreciation and amortization.

The **Statement of Changes in Net Position** provides the beginning net position (unexpended appropriations and cumulative results of operations), the transactions that affected net position during the period and the ending net position.

The **Combined Statement of Budgetary Resources** presents information on the budgetary basis of accounting, including the availability of budgetary resources and their status at year-end.

Message From the Chief Financial Officer



Jonathan Kraft
Chief Financial Officer

I am pleased to join the Architect of the Capitol in presenting the AOC's Performance and Accountability Report (PAR) for Fiscal Year (FY) 2022. The PAR shares the results of the agency's efforts to accurately and transparently account for the federal funds entrusted to us by Congress. Our dedicated financial management team supports the AOC as we begin to reopen the Capitol campus and establish a "new normal" in operations following the challenges presented by the COVID-19 pandemic and the January 6, 2021, breach of the U.S. Capitol Building.

This fiscal year, the AOC received more than \$788 million in appropriations for the care of Capitol campus facilities, grounds and operations. These appropriations included more than \$139 million to fund multiyear capital infrastructure projects that address prioritized deferred maintenance, safety, security and preservation needs, plus an additional \$128 million for the high-profile Cannon Renewal. The AOC's exemplary financial management practices, policies and participation are the foundation of the effective stewardship of these funds.

The AOC considers the annual independent financial statement audit to be an essential element in our financial governance framework. Following the delayed FY 2021 audit, I am pleased to report that the FY 2022 audit was completed on time and, for the 18th consecutive year, resulted in an unmodified ("clean") audit opinion. A clean opinion confirms that the financial statements present the agency's financial position fairly, are free of material misstatements and are in conformity with GAAP. The audit identified one material weakness, no significant deficiencies and no reportable instances of noncompliance with the laws, regulations or contracts applicable to the AOC.

The AOC is committed to continually improving its internal control environment to ensure that it maintains strong financial management practices. The AOC began FY 2022 with one material weakness from the prior year's audit, related to a control gap identified for the retrospective reviews of estimates. Although the agency did not concur with the finding, a corrective action plan was instituted to improve the controls over developing estimated liabilities. This plan included improved cost estimation procedures for accounts payable accruals and environmental liabilities. Through our hard work, we were able to remediate the accounts payable accrual finding. Although the material weakness was not fully remediated this fiscal year, the AOC has made significant progress in improving its cost estimation methodologies. The AOC will continue to monitor and track against the multi-phased corrective action plan to resolve the remaining control gap.

Our Achievements

In addition to the successful audit, I would like to highlight the major fiscal accomplishments that demonstrated the continued resiliency of our financial management team during FY 2022:

- The AOC partnered with the U.S. Department of Treasury to implement the Budget Formulation and Execution Manager (BFEM) tool. The shared web-based application will improve efficiencies associated with budget formulation and projecting budget needs. The AOC used BFEM as its primary tool to prepare the annual budget submission for FY 2023.
- The AOC continued the rollout of its web-based tool for managing our quarterly financial review process, which allowed the agency to resolve a long-standing control deficiency related to unliquidated obligations.
- Following the implementation of a pilot robotic process automation (RPA) project for select financial functions in FY 2021, the AOC participated in the U.S. General Services Administration RPA Community of Practice, receiving tailored advice from its mentor agency the U.S. Department of Agriculture (USDA). The Office of the Chief Financial Officer (OCFO) is developing additional methods to automate repetitive tasks and further increase efficiencies.
- The continued development of the enterprise risk management (ERM) program allowed for the identification, prioritization and management of risks facing the agency. The AOC developed response plans to address the top nine enterprise-level risks — including cybersecurity and deferred maintenance and capital renewal. The agency is now implementing the corresponding mitigation strategies for

each response plan, as well as identifying key risk indicators to measure the AOC's progress.

- The Bridge Strategic Plan for FY 2022–FY 2025 was published. The plan retained the four strategic goals from the previous Strategic Plan and focuses the agency on performance aligned with six strategic objectives. In addition, the OCFO updated the FY 2022 Agency Strategic Performance Plan to assess performance with the Bridge Strategic Plan and enterprise-level priorities and initiated efforts to formalize a five-year fiscal forecasting process.
- As a testament to the agency's commitment to transparency, the AOC submitted the FY 2021 PAR for review by the AGA's Certificate of Excellence in Accountability Reporting (CEAR) program. Despite the AOC's ineligibility for a CEAR award due to our delayed FY 2021 audit, we appreciated AGA's suggestions for improvement and are proud to have been recognized with a special FY 2021 Best-In-Class award for responsiveness to the AGA.
- Through the *Emergency Security Supplemental Appropriations Act, 2021*, the AOC carried out pandemic responses such as the acquisition of COVID-19 rapid antigen test kits and began implementing security upgrades for the U.S. Capitol, including window, door and security camera upgrades.
- As a result of the ongoing pandemic, the OCFO maintained a maximum telework option, while continuing to modernize technologies and enhance processes for increased efficiency. In addition, the OCFO proactively adopted a hybrid workplace model.

Looking Forward

The AOC strives to modernize operations, build efficiencies and improve its data collection and the associated reporting capabilities to meet the financial needs of our stakeholders. The ERM program will continue to mature as the AOC

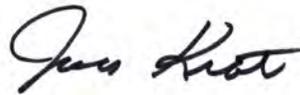
tracks and implements the agency's enterprise-level risk mitigation strategies. The agency will also implement the Treasury's G-Invoicing platform next fiscal year to improve intragovernmental transaction processing, replacing the current manual processes. All new agreements will be processed in the platform beginning in FY 2023 and all existing agreements will be transitioned over by FY 2024.

The agency's strategic planning process continues to advance. Vision 2100 will provide the long-term direction for the agency into the next century and will inform the 20-year CCMP update. Once complete, the CCMP will identify the capital requirements and priorities for the buildings, infrastructure and other property under the AOC's care, as well as aid in developing future five-year strategic plans.

Conclusion

The AOC is committed to delivering accurate, transparent and timely financial information to our stakeholders. I want to thank Congress for their continued support and to the Office of Inspector General and KPMG for their professionalism in conducting the annual financial statement audit. The successful management of the agency's daily financial operations would not be possible without the extraordinary team of financial professionals and the entire AOC community. I am proud to work alongside these dedicated public servants for all they do every day to contribute to our success.

Sincerely,



Jonathan Kraft
Chief Financial Officer
November 16, 2022

Inspector General Transmittal



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 Fairchild Bldg.
 499 S. Capitol St., SW, Suite 518
 Washington, D.C. 20515
 202.593.1948
 www.aoc.gov

United States Government

MEMORANDUM

DATE: November 16, 2022

TO: J. Brett Blanton
 Architect of the Capitol

FROM: Christopher P. Failla, CIG
 Inspector General 

SUBJECT: Audit of Architect of the Capitol's (AOC) Fiscal Year 2022 Financial Statements (Audit Report OIG-AUD-2023-01)

We contracted with the independent public accounting firm KPMG LLP (KPMG) to audit the financial statements of the AOC as of and for the fiscal year that ended September 30, 2022, to provide reports on internal control over financial reporting, and on compliance and other matters. The contract required that the audit be performed in accordance with auditing standards generally accepted in the United States of America; the standards applicable to financial audits contained in *Government Auditing Standards*, issued by the Comptroller General of the United States; Office of Management and Budget Bulletin No. 22-01, *Audit Requirements for Federal Financial Statements*; the U.S. Government Accountability Office's (GAO) Federal Information System Controls Audit Manual (FISCAM); and the GAO/Council of the Inspectors General on Integrity and Efficiency Financial Audit Manual.

In its audit of the AOC, KPMG reported:

- the financial statements were fairly presented, in all material respects, in accordance with U.S. Generally Accepted Accounting Principles;
- one material weakness¹ in internal control over financial reporting;
- no reportable noncompliance issues with provisions of laws tested or other matters; and
- no information technology deficiencies that rose to the level of a significant deficiency or material weakness based on audit work performed in accordance with FISCAM.

KPMG is responsible for the attached auditor's report dated November 16, 2022, and the conclusions expressed therein. We do not express opinions on the AOC's financial statements or internal control over financial reporting, or conclusions on compliance and other matters.

¹ A material weakness is a deficiency, or combination of deficiencies, in internal control, such that there is a reasonable possibility that a material misstatement of the entity's financial statements will not be prevented, or detected and corrected, on a timely basis.

Inspector General Transmittal (*continued*)

If you have any questions or wish to discuss this report, please contact Sharmaine Carter at 202.593.0108 or Sharmaine.Carter@aoc.gov.

Distribution List:

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Joseph Campbell, Facilities Manager, Supreme Court Buildings and Grounds
Susan Pell, Executive Director, U.S. Botanic Garden
Beth Plemmons, Chief Executive Officer for Visitor Services
Christopher Potter, Director, Utilities and Power Plant Operations

Independent Auditors' Report



KPMG LLP
Suite 12000
1801 K Street, NW
Washington, DC 20006

Independent Auditors' Report

Inspector General of the Architect of the Capitol
Architect of the Capitol:

Report on the Audit of the Financial Statements

Opinion

We have audited the financial statements of the Architect of the Capitol (AOC), which comprise the balance sheets as of September 30, 2022 and 2021, and the related statements of net cost and changes in net position and combined statements of budgetary resources for the years then ended, and the related notes to the financial statements.

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of AOC as of September 30, 2022 and 2021, and its net costs, changes in net position, and budgetary resources for the years then ended in accordance with U.S. generally accepted accounting principles.

Basis for Opinion

We conducted our audits in accordance with auditing standards generally accepted in the United States of America (GAAS), the standards applicable to financial audits contained in *Government Auditing Standards*, issued by the Comptroller General of the United States, and Office of Management and Budget (OMB) Bulletin No.22-01, *Audit Requirements for Federal Financial Statements*. Our responsibilities under those standards and OMB Bulletin No. 22-01 are further described in the Auditors' Responsibilities for the Audit of the Financial Statements section of our report. We are required to be independent of AOC and to meet our other ethical responsibilities, in accordance with the relevant ethical requirements relating to our audits. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Other Matter - Interactive Data

Management has elected to reference to information on websites or other forms of interactive data outside the *Performance and Accountability Report* to provide additional information for the users of its financial statements. Such information is not a required part of the financial statements or supplementary information required by the Federal Accounting Standards Advisory Board. The information on these websites or the other interactive data has not been subjected to any of our auditing procedures, and accordingly we do not express an opinion or provide any assurance on it.

Responsibilities of Management for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with U.S. generally accepted accounting principles, and for the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditors' Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditors' report that includes our opinion. Reasonable assurance is a high level of assurance but is not absolute assurance and therefore is not

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Independent Auditors' Report (continued)



a guarantee that an audit conducted in accordance with GAAS, *Government Auditing Standards*, and OMB Bulletin No. 22-01 will always detect a material misstatement when it exists. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control. Misstatements are considered material if there is a substantial likelihood that, individually or in the aggregate, they would influence the judgment made by a reasonable user based on the financial statements.

In performing an audit in accordance with GAAS, *Government Auditing Standards*, and OMB Bulletin No. 22-01, we:

- Exercise professional judgment and maintain professional skepticism throughout the audit.
- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, and design and perform audit procedures responsive to those risks. Such procedures include examining, on a test basis, evidence regarding the amounts and disclosures in the financial statements.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of AOC's internal control. Accordingly, no such opinion is expressed.
- Evaluate the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluate the overall presentation of the financial statements.

We are required to communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit, significant audit findings, and certain internal control related matters that we identified during the audit.

Required Supplementary Information

U.S. generally accepted accounting principles require that the information in the Management's Discussion and Analysis and Required Supplementary Information sections be presented to supplement the basic financial statements. Such information is the responsibility of management and, although not a part of the basic financial statements, is required by the Federal Accounting Standards Advisory Board who considers it to be an essential part of financial reporting for placing the basic financial statements in an appropriate operational, economic, or historical context. We have applied certain limited procedures to the required supplementary information in accordance with GAAS, which consisted of inquiries of management about the methods of preparing the information and comparing the information for consistency with management's responses to our inquiries, the basic financial statements, and other knowledge we obtained during our audits of the basic financial statements. We do not express an opinion or provide any assurance on the information because the limited procedures do not provide us with sufficient evidence to express an opinion or provide any assurance.

Other Information

Management is responsible for the other information included in the *Performance and Accountability Report*. The other information comprises the Table of Contents, About the Cover, Fiscal Year 2022 Performance and Accountability Highlights, Message from the Architect of the Capitol, Performance and Accountability Report, Year in Photos, Section 2: Performance Information, Section 3: Financial Information Overview, Introducing the Principal Financial Statements, Message from the Chief Financial Officer, Inspector General Transmittal, Architect of the Capitol's Response to the Inspector General, Section 4: Other Information, Appendices, and the Websites and Media Platforms but does not include the financial statements and our auditors' report thereon. Our opinion on the statements does not cover the other information, and we do not express an opinion or any form of assurance thereon.

Independent Auditors' Report *(continued)*



In connection with our audit of the financial statements, our responsibility is to read the other information and consider whether a material inconsistency exists between the other information and the financial statements, or the other information otherwise appears to be materially misstated. If, based on the work performed, we conclude that an uncorrected material misstatement of the other information exists, we are required to describe it in our report.

Report on Internal Control Over Financial Reporting

In planning and performing our audit of the financial statements as of and for the year ended September 30, 2022, we considered AOC's internal control over financial reporting (internal control) as a basis for designing audit procedures that are appropriate in the circumstances for the purpose of expressing our opinion on the financial statements, but not for the purpose of expressing an opinion on the effectiveness of AOC's internal control. Accordingly, we do not express an opinion on the effectiveness of AOC's internal control. We did not test all internal controls relevant to operating objectives as broadly defined by the *Federal Managers' Financial Integrity Act of 1982*.

Our consideration of internal control was for the limited purpose described in the preceding paragraph and was not designed to identify all deficiencies in internal control that might be material weaknesses or significant deficiencies and therefore, material weaknesses or significant deficiencies may exist that were not identified. However, as described in the Schedule of Findings, we identified a deficiency in internal control that we consider to be a material weakness.

A deficiency in internal control exists when the design or operation of a control does not allow management or employees, in the normal course of performing their assigned functions, to prevent, or detect and correct, misstatements on a timely basis. A material weakness is a deficiency, or a combination of deficiencies, in internal control, such that there is a reasonable possibility that a material misstatement of the entity's financial statements will not be prevented, or detected and corrected, on a timely basis. A significant deficiency is a deficiency, or a combination of deficiencies, in internal control that is less severe than a material weakness, yet important enough to merit attention by those charged with governance. We consider the deficiency described in the accompanying Schedule of Findings within Exhibit I to be a material weakness.

Report on Compliance and Other Matters

As part of obtaining reasonable assurance about whether AOC's financial statements as of and for the year ended September 30, 2022 are free from material misstatement, we performed tests of its compliance with certain provisions of laws, regulations, and contracts, noncompliance with which could have a direct and material effect on the financial statements. However, providing an opinion on compliance with those provisions was not an objective of our audit, and accordingly, we do not express such an opinion. The results of our tests disclosed no instances of noncompliance or other matters that are required to be reported under *Government Auditing Standards* or OMB Bulletin No. 22-01.

Management's Response to Findings

Government Auditing Standards requires the auditor to perform limited procedures on the AOC's response to the findings identified in our audit and described in the accompanying Schedule of Findings. The AOC's response was not subjected to the other auditing procedures applied in the audit of the financial statements and, accordingly, we express no opinion on the response.

Independent Auditors' Report *(continued)*



Purpose of the Reporting Required by Government Auditing Standards

The purpose of the communication described in the Report on Internal Control Over Financial Reporting and the Report on Compliance and Other Matters sections is solely to describe the scope of our testing of internal control and compliance and the results of that testing, and not to provide an opinion on the effectiveness of AOC's internal control or compliance. Accordingly, this communication is not suitable for any other purpose.

KPMG LLP

Washington, D.C.
November 16, 2022

Independent Auditors' Report *(continued)*

Independent Auditors' Report Exhibit I – Material Weakness

The weakness in internal control described in this Exhibit is a repeat finding from the prior year and existed during the year ended September 30, 2022. The determination of which control deficiencies rise to the level of a material weakness, or a significant deficiency is based on an evaluation of the impact of control deficiencies identified, considered individually and in the aggregate, on the Architect of the Capitol (AOC) financial statements as of and for the year ended September 30, 2022. The associated entity level controls, as defined by the *Standards for Internal Control in the Federal Government* issued by the Comptroller General of the United States (Green Book), are also identified in relation to the control activities in the corresponding areas of this Exhibit.

Control Gap Identified for Environmental Liabilities

Background:

AOC's estimated environmental liability consisted of the projected cost for the abatement of asbestos as of September 30, 2022. The inputs to the estimate included the cost from the external RS Means workbook (a database of current construction cost estimates) multiplied by the assessed quantity of asbestos from each AOC jurisdiction.

Conditions:

AOC management did not have controls in place to validate that its use of the RS Means cost rate factor (i.e., Base Rates) was an appropriate rate.

Causes:

This deficiency is a result of insufficient entity level controls as follows:

- Green Book principle 7 requires that "Management should identify, analyze, and respond to risks related to achieving the defined objectives."
- Green Book principle 10 requires that "Management designs control activities in response to the entity's objectives and risks to achieve an effective internal control system. Control activities are the policies, procedures, techniques, and mechanisms that enforce management's directives to achieve the entity's objectives and address related risks."
- Green Book principle 14 requires that "Management should internally communicate the necessary quality information to achieve the entity's objectives."
- Green Book principle 17 requires that "Management should remediate identified internal control deficiencies on a timely basis."

Effects:

AOC's inability to support the use of the RS Means cost rate used raises the risk that the applied rate understates the environmental liability recorded because of unaccounted for cost factors including: wage escalation, security and access considerations, safety program and reporting requirements, security clearance requirements, and other Federal Acquisition Regulations (FAR) reporting and compliance factors unique to AOC, especially when AOC elects to utilize an outside contractor for abatement work. As AOC management could not demonstrate how the use of the RS Means base rate accounts for these costs and no other contingency was identified by AOC management, a judgmental audit misstatement of \$43 million, was identified.

Independent Auditors' Report *(continued)*

Recommendations:

We recommend that AOC:

1. Develop and implement a control to validate the use of RS Means and specifically consider if a more representative contingency rate may apply to its environmental liability,
2. Establish policies and procedures to complete a review of the rate used annually to validate the cost factors used and make appropriate adjustments when needed, and
3. Complete its multi-year corrective action plan to validate its estimated environmental liability.

Management's Response

We did not concur with this finding in the FY 2021 audit and continue to non-concur. The AOC employs the same provider of cost data utilized by industry professionals across North America to estimate and budget projects, validate internal cost data, and validate vendor quotes. The AOC uses the most comprehensive source to determine cost estimates on the market today. Consistent with other federal agencies, the AOC uses this tool for cost estimations. It is unreasonable to expect that a small government agency can validate an industry-wide standard.

Auditors' Response

We evaluated management's nonconurrence and determined the finding remains valid.

Architect of the Capitol's Response to the Inspector General



Architect of the Capitol
U.S. Capitol, Room SB-16
Washington, DC 20515
202.228.1793
www.aoc.gov

November 16, 2022

Mr. Christopher Failla
Inspector General
Architect of the Capitol
Washington, DC 20515

Dear Mr. Failla:

Thank you for the opportunity to comment on the draft Independent Auditors' Report related to the Architect of the Capitol's (AOC) financial statements for the Fiscal Year ending September 30, 2022. We are pleased the audit resulted in an unmodified opinion - marking the 18th consecutive year the AOC received a "clean" opinion.

We acknowledge the internal control challenges noted in the report and recognize that more can always be done to augment our fiscal stewardship. The audit identified one material weakness, no significant deficiencies and two additional control deficiencies. We did not concur with the material weakness finding in the FY 2021 audit and continue to non-concur. The AOC employs the same provider of cost data utilized by industry professionals across North America to estimate and budget projects, validate internal cost data, and validate vendor quotes. The AOC uses the most comprehensive source to determine cost estimates on the market today. Consistent with other federal agencies, the AOC uses this tool for cost estimations.

It is not possible for a small government agency to validate an industry-wide standard. We will develop a corrective action plan for all appropriate identified issues and monitor their implementation.

We appreciate working collaboratively with you in support of an efficient and effective audit. The AOC works diligently to establish strong management practices to address our fiscal compliance requirements and manage our financial processes and systems. The annual audit continues to provide us with new insights and valuable recommendations for improvement. I would like to thank you, your staff and the auditor, KPMG, for the professionalism and commitment in conducting the audit.

Sincerely,

J. Brett Blanton
Architect of the Capitol

Doc. No. 221116-04-01

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Financial Statements

Architect of the Capitol

Balance Sheet

As of September 30, 2022 and 2021 (\$ in Thousands)

	2022	2021
ASSETS (Note 2)		
Intragovernmental		
Fund Balance with Treasury (Note 3)	\$ 1,284,061	\$ 1,249,032
Investments (Note 5)	10,262	11,727
Accounts Receivable, Net (Note 6)	646	643
Advances and Prepayments (Note 10)	4,799	2,902
Total Intragovernmental	\$ 1,299,768	\$ 1,264,304
Other than Intragovernmental:		
Cash and Other Monetary Assets (Note 4)	\$ 37	\$ 14
Accounts Receivable, Net (Note 6)	275	279
Inventory and Related Property, Net (Note 7)	767	1,351
General Property, Plant and Equipment, Net (Note 8)	2,649,759	2,548,752
Advances and Prepayments (Note 10)	2	—
Investments (Note 5)	10,798	10,755
Total Other than Intragovernmental	\$ 2,661,638	\$ 2,561,151
TOTAL ASSETS	\$ 3,961,406	\$ 3,825,455
Stewardship PP&E (Note 9)		
LIABILITIES (Note 11)		
Intragovernmental		
Accounts Payable:	\$ 3,033	\$ 113
Advances from Others and Deferred Revenue (Note 10)	25,707	26,521
Other Liabilities (Note 14)	7,517	7,797
Total Intragovernmental	\$ 36,257	\$ 34,431
Other than Intragovernmental:		
Accounts Payable	\$ 76,065	\$ 1,711
Federal Debt and Interest Payable (Note 12)	31,864	45,610
Federal Employee and Veteran Benefits Payable	65,370	68,618
Environmental and Disposal Liabilities (Note 13)	183,422	179,022
Other Liabilities (Note 14)	86,818	122,786
Total Other than Intragovernmental	\$ 443,539	\$ 417,747
TOTAL LIABILITIES	\$ 479,796	\$ 452,178
Commitments and Contingencies (Note 16)		
NET POSITION		
Total Unexpended Appropriation (Consolidated)	\$ 1,038,109	\$ 1,063,173
Total Cumulative Results of Operations (Consolidated)	2,443,501	2,310,104
TOTAL NET POSITION	\$ 3,481,610	\$ 3,373,277
TOTAL LIABILITIES AND NET POSITION	\$ 3,961,406	\$ 3,825,455

The accompanying footnotes are an integral part of these financial statements.

Architect of the Capitol Statement of Net Cost

For the Years Ended September 30, 2022 and 2021 (\$ in Thousands)

PROGRAM COSTS	2022		2021	
Capital Construction and Operations				
Gross Costs	\$	148,484	\$	132,664
Less: Earned Revenue		(718)		(703)
Net Program Costs		147,766		131,961
Capitol Building				
Gross Costs		64,899		74,885
Less: Earned Revenue		(396)		(463)
Net Program Costs		64,503		74,422
Capitol Grounds and Arboretum				
Gross Costs		17,503		16,335
Less: Earned Revenue		(17)		(24)
Net Program Costs		17,486		16,311
Capitol Police Buildings, Grounds and Security				
Gross Costs		48,593		52,401
Less: Earned Revenue		(1,781)		—
Net Program Costs		46,812		52,401
Capitol Power Plant				
Gross Costs		141,265		112,263
Less: Earned Revenue		(9,567)		(9,036)
Net Program Costs		131,698		103,227
House Office Buildings				
Gross Costs		129,303		163,398
Less: Earned Revenue		(7,415)		(9,668)
Net Program Costs		121,888		153,730
Library Buildings and Grounds				
Gross Costs		55,427		78,246
Less: Earned Revenue		(5,274)		(6,164)
Net Program Costs		50,153		72,082
Senate Office Buildings				
Gross Costs		98,114		115,644
Less: Earned Revenue		(3,789)		(71)
Net Program Costs		94,325		115,573
Supreme Court Building and Grounds				
Gross Costs		50,170		38,156
Less: Earned Revenue		(52,988)		(50,598)
Net Program Costs (Revenues)		(2,818)		(12,442)
U.S. Botanic Garden				
Gross Costs		17,431		15,584
Less: Earned Revenue		—		—
Net Program Costs		17,431		15,584
U.S. Capitol Visitor Center				
Gross Costs		17,600		33,010
Less: Earned Revenue		(1,732)		(171)
Net Program Costs		15,868		32,839
NET COST OF OPERATIONS (Note 23)	\$	705,112	\$	755,688

The accompanying footnotes are an integral part of these financial statements.

Architect of the Capitol

Statement of Changes In Net Position

For the Years Ended September 30, 2022 and 2021 (\$ in Thousands)

	2022	2021
UNEXPENDED APPROPRIATIONS		
Beginning Balance	\$ 1,063,173	\$ 801,991
Appropriations Received (Note 19)	\$ 788,330	\$ 1,007,560
Other Adjustments	(3,025)	(2,933)
Appropriations Used	(810,369)	(743,445)
Net Change in Unexpended Appropriations	\$ (25,064)	\$ 261,182
Total Unexpended Appropriations, Ending	\$ 1,038,109	\$ 1,063,173
CUMULATIVE RESULTS OF OPERATIONS		
Beginning Balances	\$ 2,310,104	\$ 2,293,016
Appropriations Used	\$ 810,369	\$ 743,445
Non-Exchange Revenue	50	2
Transfers In/(Out) Without Reimbursement	1,135	2,847
Imputed Financing (Note 17)	26,955	26,482
Net Cost of Operations	(705,112)	(755,688)
Net Change in Cumulative Results of Operations	\$ 133,397	\$ 17,088
Cumulative Results of Operations, Ending	\$ 2,443,501	\$ 2,310,104
NET POSITION	\$ 3,481,610	\$ 3,373,277

The accompanying footnotes are an integral part of these financial statements.

Architect of the Capitol

Combined Statement of Budgetary Resources

For the Years Ended September 30, 2022 and 2021 (\$ in Thousands)

	2022	2021
BUDGETARY RESOURCES		
Unobligated Balance from Prior Year Budget Authority, Net (Discretionary and Mandatory) (Note 20)	\$ 849,209	\$ 507,889
Appropriations (Discretionary and Mandatory) (Note 19)	788,347	1,007,570
Borrowing Authority (Discretionary and Mandatory)	3,507	4,630
Spending Authority from Offsetting Collections (Discretionary and Mandatory)	68,492	41,790
Total Budgetary Resources	\$ 1,709,555	\$ 1,561,879
STATUS OF BUDGETARY RESOURCES		
New Obligations and Upward Adjustments (Total)	\$ 1,242,031	\$ 747,799
Unobligated Balance, End of Year:		
Exempt from Apportionment, Unexpired Accounts	435,852	786,717
Unexpired Unobligated Balance, End of Year	435,852	786,717
Expired Unobligated Balance, End of Year (Note 3)	31,672	27,363
Unobligated Balance, End of Year (Total):	467,524	814,080
Total Budgetary Resources	\$ 1,709,555	\$ 1,561,879
OUTLAYS, NET		
Outlays, Net (Total) (Discretionary and Mandatory)	738,065	766,384
Agency Outlays, Net (Discretionary and Mandatory) (Note 23)	\$ 738,065	\$ 766,384

The accompanying footnotes are an integral part of these financial statements.

Architect of the Capitol

Notes to the Financial Statements

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This fiscal year, the AOC began a pilot preservation project in the Senate Reception Room, one of the most ornately decorated rooms in the U.S. Capitol Building. Conservators began restoration of the 1872 mural of George Washington, Thomas Jefferson and Alexander Hamilton by Constantino Brumidi.

NOTE 1 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

A. Reporting Entity

The Architect of the Capitol (AOC) is an agency within the legislative branch of the federal government. Initially authorized by Congress to provide “suitable buildings and accommodations for the Congress of the United States,” its role has expanded to include responsibility for the maintenance, operation, development, and preservation of the Capitol Building, Capitol Grounds and Arboretum, Capitol Police Buildings, Grounds, and Security, House Office Buildings, Library Buildings and Grounds, Senate Office Buildings, Supreme Court Buildings and Grounds, Capitol Power Plant, U.S. Botanic Garden (USBG), and U.S. Capitol Visitor Center (CVC).

The AOC is also responsible for:

- Supporting Congress during official national events (e.g., Presidential inaugural ceremonies) held at the Capitol or on the Capitol Grounds and Arboretum;
- Providing steam and chilled water to the Supreme Court, Thurgood Marshall Federal Judiciary Building (Thurgood Marshall Building), Union Station, and the Folger Shakespeare Library, and steam-only to the Government Publishing Office (GPO) and the Postal Square building, and;
- Providing educational programs and guide services to visitors at the CVC and USBG

Some of the assets and liabilities reported by the AOC may be eliminated from governmentwide reports because they are offset by assets and liabilities of another U.S. government entity.

These financial statements should be read with the realization that they are for a component of the U.S. government, a sovereign entity.

B. Basis of Accounting and Presentation

As a legislative branch agency, the AOC is not required to follow the accounting standards promulgated by the Federal Accounting Standards Advisory Board (FASAB). Also, the AOC has not formally adopted the *Government Management and Reform Act of 1994*, the *Federal Managers Financial Integrity Act of 1982*, the *Federal Financial Management Improvement Act of 1996*, or the *Government Performance and Results Modernization Act of 2010*, as these apply only to executive branch agencies. Nonetheless, the AOC refers to these regulations as a general guide for best practices and incorporates them into its financial management practices, as appropriate. Also, the AOC has adopted U.S. Generally Accepted Accounting Principles (GAAP) for financial reporting in a manner consistent with other federal agencies. Therefore, the AOC’s financial statements have been prepared in conformity with GAAP as promulgated by FASAB. The American Institute of Certified Public Accountants (AICPA) recognizes FASAB standards as GAAP for federal reporting entities.

The AOC records both proprietary and budgetary accounting transactions. Following the accrual method of accounting, revenues are recognized when earned and expenses are recognized when incurred, without regard to the actual collection or payment of cash.

Federal budgetary accounting recognizes the obligation and use of available budget authority and other fund resources upon the establishment of a properly documented legal obligation. The recognition of budgetary accounting transactions is

essential for compliance with legal controls over the use of federal funds and for compliance with appropriations law.

The Unfunded FECA Liability was reclassified from Accounts Payable to Other Liabilities per updated guidance from the U.S. Department of Treasury (Treasury). Therefore, the presentation of FY 2021 comparative balance sheet has been updated as well. Additionally, in FY 2022, the AOC reclassified the vendors accounts payable accrual from Other Liabilities to the Accounts Payable line. This reclassification between lines does not change the overall liability total.

C. Fund Balance with Treasury

The AOC maintains most available fund balances with Treasury. Fund Balance with Treasury (FBWT) represents the unexpended balances of expenditure and receipt accounts (see Note 3). Budget authority, receipts and disbursements are processed by Treasury, and the AOC's records are reconciled with those accounts on a regular basis. In addition to the FBWT, the AOC also has other cash deposits and investments that are held in accounts outside of Treasury, as described in Notes 4 and 5, respectively.

FBWT is an asset of the AOC and a liability of the General Fund of the Government. The amount represents commitments by the Government to provide resources for particular programs, but does not represent net assets to the Government as a whole.

When the AOC (like other reporting entities) seeks to use FBWT to liquidate budgetary obligations, Treasury will finance the disbursements in the same way it finances all other disbursements, using some combination of budget authority, collections and other inflows, and borrowing from the public (if there is a budget deficit).

D. Accounts Receivable

The AOC's receivables may include, but are not limited to amounts due for steam and chilled water provided to other entities, food service commissions from operations at the CVC and Senate restaurants, flag-flying fees and employees' payroll-related debt. If applicable, accounts receivable from federal (intragovernmental) and nonfederal sources may be reduced to net realizable value by the Allowance for Doubtful Accounts, which is based on management's review of outstanding receivables (see Note 6).

The AOC is legislatively authorized to retain a predetermined amount of steam and chilled water reimbursements to cover current year obligations. Any receivable (and subsequent collection) over the predetermined amount (congressional cap) is a non-entity asset that is credited to Treasury's Miscellaneous Receipts account.

E. Investments

All investments are reported at their acquisition (par) value, net of amortized premiums and discounts, as it is the AOC's intent to hold long term investments to maturity. Purchases and sales of investments are recorded as of the trade date. Investment income is reported when earned. The market value of an investment is the market value at the end of the current reporting period.

Intragovernmental (Investments Held with Treasury)

The *Capitol Visitor Center Act of 2008* (2 U.S.C. § 2201 et seq.) allows for proceeds from the sale of the CVC Gift Shops' inventory, restaurant commissions and miscellaneous collections from the CVC Gift Shops to be invested in government securities through the Bureau of the Fiscal Service's webbased application, FedInvest. By law, interest income is credited to the fund.

Other than Intragovernmental (Investments Held Outside Treasury)

The AOC has funds invested by a trustee outside of Treasury as a result of financing the construction of the Thurgood Marshall Building. Congress did not appropriate funds for the construction of the building but, instead, authorized the use of private financing to cover its cost. In 1989, the AOC entered into a Development Management Agreement with Boston Properties for the design, development, and construction of the Thurgood Marshall Building.

Shearson Lehman Hutton Inc. and Kidder, Peabody, & Co. Inc. issued 30-year Serial Zero Coupon Certificates of Participation to finance its construction. The discount on the purchase reflects the absence of coupon interest payments and is amortized over the life of these certificates. Pursuant to the Trust Agreement, the proceeds were received by a trustee, The United States Trust Company of New York (now The Bank of New York Mellon). These proceeds were deposited into two funds, the Project Fund and the Operating Reserve Fund, to cover the costs of the construction project. In 2007, the Project Fund balance was transferred to the Operating Reserve Fund. The Operating Reserve Fund is held outside the Treasury by the trustee and, at the AOC's direction, the funds are invested and disbursed. The balance in the Operating Reserve Fund is held in reserve for future needs of the building (e.g., roof replacement or other major renovation) (see Note 5).

F. Advances to others and Prepayments

Advances to others and Prepayments consist of amounts advanced by the AOC to other federal trading partners for services to be provided under interagency agreements and employee travel advances (non-federal), if applicable (see Note 10).

G. Trust and Revolving Funds

Trust and Special Funds

The AOC has stewardship responsibility for one trust fund account, the National Garden Trust Fund, and one special fund account, the Capitol Trust Account.

The National Garden Trust Fund is subject to the direction of the Joint Committee of Congress on the Library and was established to accept gifts or bequests of money, plant material, and other property on behalf of the USBG. While this trust fund account still exists, it has a zero balance and is inactive.

The Capitol Trust Account was established pursuant to Public Law (P.L.) 113-76. The balance in this fund consists of permit fees collected by the United States Capitol Police (USCP) to cover cleanup and other costs incurred by the AOC as a result of commercial activity that is conducted in the area known as Union Square. Funds in this account are available for maintenance, improvements, and other Union Square projects subject to the approval of the Committees of the House of Representatives and Senate.

Revolving Funds

The AOC has stewardship responsibility for seven revolving funds to account for various programs and operations. Each of these funds is a distinct fiscal and accounting entity that accounts for cash and other financial resources together with all related liabilities and equities. These revolving funds are:

- House (of Representatives) Gymnasium Revolving Fund
- Senate Health and Fitness Facility Revolving Fund
- Senate Restaurant Revolving Fund
- Judiciary Office Building Development and Operations Fund
- CVC Revolving Fund
- Recyclable Materials Revolving Fund, and
- Flag Office Revolving Fund

The House (of Representatives) Gymnasium Revolving Fund was established in the Treasury for the AOC to deposit dues paid by members and other authorized users of the House of Representatives Wellness Center. The AOC may expend fund amounts to pay for the operation of the facility.

The Senate Health and Fitness Facility Revolving Fund was established to deposit membership dues collected from authorized users of the Senate Health and Fitness Facility and proceeds from the AOC's Senate recycling program. The AOC, subject to the approval of the Senate Committee on Appropriations, may expend fund amounts to pay for the preservation and maintenance of the facility.

The Senate Restaurant Revolving Fund was established in 1961 for the operation of the Senate restaurants. In 2008, the AOC transferred control of the Senate restaurants to a private vendor, while retaining its accounting functions. Following the transfer, the revolving fund is no longer used for the operation of the restaurants, but the account still exists for activities resulting from the conversion and continuing maintenance of the restaurants. Upon approval by the Senate Committee on Rules and Administration, available balances may be increased via transfers in from the U.S. Senate to the AOC, as needed.

The Judiciary Office Building Development and Operations Fund is used to pay expenses related to the structural, mechanical, and domestic care, maintenance, operation, and utilities of the Thurgood Marshall Building. The fund includes an investment that is held outside Treasury with The Bank of New York Mellon, via a Trust Agreement established to finance the construction of the Thurgood Marshall Building.

The CVC Revolving Fund is used to administer funds from the sale of the Gift Shops' inventory, the deposit of miscellaneous receipts from the CVC Gift Shops, commissions paid to the CVC for food service operations and any fees collected from other functions within the CVC facility. This business-type revolving fund is invested in government securities through the Bureau of the Fiscal Service.

The Recyclable Materials Revolving Fund was established to collect the proceeds from the sale of recyclable materials from across the AOC (excluding the Senate, which pursuant to 2 U.S.C. § 2026 (b) (2), deposits such funds in the Senate Health and Fitness Facility Revolving Fund). Available funds in this account may be used to carry out recycling programs or other programs that promote energy savings at the AOC.

The Flag Office Revolving Fund was established pursuant to P.L. 115-31 for services provided by the AOC Flag Office. The balance in this fund consists of flag fees collected by the Flag Office and is available for the Flag Office's expenses, including:

- Supplies, inventories, equipment, and other expenses
- Reimbursement of any applicable appropriations account for amounts used from such appropriations account to pay the salaries of employees of the Flag Office
- Amounts necessary to carry out the authorized levels in the *Fallen Heroes Flag Act of 2016*

Funds from Dedicated Collections

Statements of Federal Accounting Standards (SFFAS) No. 27 Identifying and Reporting Funds from Dedicated Collections, as amended by SFFAS No. 43, Dedicated Collections: Amending SFFAS No. 27, Identifying and Reporting Funds, defines funds from dedicated collections as financed by specifically identified

revenues, provided to the government by nonfederal sources, often supplemented by other financing sources, which remain available over time. These specifically identified revenues and other financing sources are required by statute to be used for designated activities, benefits, or purposes, and must be accounted for separately from the government's general revenues. As of the current reporting period, there are no AOC funds that meet the criteria for funds from dedicated collections.

H. Recognition of Financing Sources

The AOC receives funding to support its programs through appropriations and offsetting collections authorized by Congress. Funding for operating and capital expenditures is received as annual, multi-year, and no-year appropriations. This includes funding provided in the *Coronavirus Aid, Relief, and Economic Security Act* (CARES Act), under the Capital Construction and Operations (CCO) account as well as other emergency supplemental appropriations.

The appropriations that the AOC manages are listed below. Inactive funds are included below for full disclosure.

1. Capitol Building
 - Capitol Building
 - Flag Office Revolving Fund
2. Capitol Grounds and Arboretum
 - Capitol Grounds and Arboretum
 - West Central Front (inactive)
 - Capitol Trust Account (Union Square)
3. Capitol Police Buildings, Grounds and Security
 - Capitol Police Buildings, Grounds and Security
4. Capital Construction and Operations
 - Capital Construction and Operations
 - Recyclable Materials Revolving Fund
 - *Americans with Disabilities Act* (inactive)
 - Congressional Cemetery (inactive)
5. House Office Buildings
 - House Office Buildings
 - House Office Buildings Fund
 - House of Representatives Gymnasium Revolving Fund
 - House Historic Buildings Revitalization Trust Fund
6. Library Buildings and Grounds
 - Library Buildings and Grounds
7. Senate Office Buildings
 - Senate Office Buildings
 - Senate Health and Fitness Facility Revolving Fund
 - Senate Restaurant Revolving Fund
8. Capitol Power Plant
 - Capitol Power Plant
9. U.S. Botanic Garden
 - Botanic Garden
 - National Garden (inactive)
10. U.S. Capitol Visitor Center
 - U.S. Capitol Visitor Center
 - U.S. Capitol Visitor Center Revolving Fund
11. Supreme Court Building and Grounds
 - Supreme Court
 - Judiciary Office Building Development and Operations Fund

As a component of the governmentwide reporting entity, the AOC is subject to the federal budget process, which involves appropriations that are provided annually and appropriations that are provided on a permanent basis. The financial transactions that are supported by budgetary resources, which include appropriations, are generally the same transactions reflected in agency and the governmentwide financial reports. These budgetary resources reflect past congressional actions that enable the AOC to incur budgetary obligations in a given year. Budgetary obligations are legal obligations for goods, services, or amounts to be paid based on statutory provisions (e.g., employee benefits).

I. Operating Materials and Supplies

The AOC's materials and supplies consist of tangible personal property consumed during normal operations. Per SFFAS No. 3, Accounting for Inventory and Related Property, operating materials and supplies are recorded using the purchases method. The AOC currently uses this method, which provides that operating materials and supplies be expensed when purchased. Operating materials and supplies are purchased using funds specifically appropriated to the AOC's jurisdictions. Therefore, the related usage of those materials and supplies is intended for those specific jurisdictions making the purchases.

J. Inventory

Inventory consists of retail goods purchased for resale at the CVC's Gift Shops. It is recorded at historical cost, using the weighted average valuation method, in accordance with SFFAS No. 3, Accounting for Inventory and Related Property. The recorded values may be adjusted based on the results of periodic physical inventory counts. Inventory purchased for resale may be categorized as follows: (1) purchased goods held for current sale, (2) purchased goods held in reserve for future sale and (3) slow-moving, excess or obsolete inventory. Examples of the retail goods included in inventory are books, apparel, ornaments and other souvenirs. The AOC may also record an allowance which is based on slow-moving, excess or obsolete and damaged inventory, or as a result of known restrictions on the sale or disposition of inventory (see Note 7).



The Capitol Grounds and Arboretum jurisdiction maintains and preserves the historic landscape of the Capitol campus. The grounds encompass 286 acres of landscape and infrastructure across Capitol Hill.

K. Public-Private Partnerships

In FY 2016, the AOC entered into a contract with the Washington Gas Light Company to construct a cogeneration facility. Cogeneration, also known as combined steam and power, uses a single fuel source and simultaneously produces electricity and steam. This facility provides heat and electricity for use by the AOC and its jurisdictions and other federal agencies, with excess capacity being sold potentially to non-federal entities as well. The AOC has evaluated this arrangement against the disclosure requirements outlined in SFFAS No. 49, Public-Private Partnerships (P3) and determined that cogeneration does not meet the conclusive and suggestive characteristics of a P3 (see Notes 11, 14 and 16).

The *Energy Policy Act of 1992* authorized the use of private sector financing to implement energy conservation methods and energy-efficient technologies by federal entities. These contracts provide technical services and upfront project financing and allow federal agencies to pay off the project costs over a period not to exceed 25 years. Per OMB Memoranda M-98-13 and M-12-21, obligations, budget authority and outlays for these energy savings projects will be recognized on an annual basis when due, rather than recording the full obligation upfront.

L. General Property, Plant and Equipment, Net

The AOC records property at cost, in accordance with SFFAS 6, Accounting for Property, Plant, and Equipment. Real property and equipment are depreciated over their estimated useful lives, which range from three to 40 years, using the straight-line method. Depreciation is based on the half-year and full-month conventions for buildings and equipment, respectively. All property (real and personal) is in the AOC’s possession and there is nothing held by others (see Note 8).

The following table presents the AOC’s capitalization thresholds and related useful lives:

PROPERTY TYPE	USEFUL LIFE (YEARS)	CAPITALIZATION THRESHOLD
Real Property	40	\$500,000
Improvements	20	\$500,000
Equipment and Vehicles	3–15	\$25,000
Assets Under Capital Lease	Shorter of Lease Term or Useful Life of Property Type	See Related Property Type
Internal Use Software (Intellectual Property)	3	\$5,000,000

M. Stewardship Property, Plant & Equipment

Stewardship land and heritage assets have physical properties that resemble those of General Property, Plant & Equipment (PP&E), which are traditionally capitalized in the financial statements. Due to the nature of stewardship assets, however, determining a monetary value would be difficult, and matching costs with specific periods may not be possible or meaningful. Heritage assets are PP&E that are unique and are generally expected to be preserved indefinitely. Heritage assets have historical or natural significance; are of cultural, educational, or artistic importance or have significant architectural characteristics. These assets are reported in terms of physical units rather than cost or other monetary values per SFFAS No. 29, Heritage Assets and Stewardship Land. There are two types of heritage assets: collection, which are objects gathered and maintained for exhibition, such as museum and art collections; and noncollection, which are parks, memorials, monuments and buildings. The AOC holds both collection and non-collection heritage stewardship assets (see Note 9).

N. Liabilities

Liabilities represent the amounts owed to others for goods or services received, claims against the agency, and other probable future outflows of resources as a result of past transactions or current conditions (e.g., debt or environmental cleanup liabilities). Some liabilities are funded while others are classified as “unfunded” because no liability may be paid without an enacted appropriation. For example, accrued unfunded annual leave and workers’ compensation remain unfunded until future appropriations are enacted to cover these costs. The Balance Sheet includes, but is not limited to the following types of liabilities:

Accounts Payable

Accounts Payable are amounts (including accruals) owed by the AOC to vendors, contractors and federal agencies for goods and services received but not yet paid at the end of the reporting period.

Advances From Others and Deferred Revenue

Advances From Others and Deferred Revenue consists of amounts advanced to the AOC by other federal trading partners for services to be provided under reimbursable agreements (see Note 10).

Federal Debt and Interest Payable

The AOC recognizes a liability for the 30-year Coupon Certificates of Participation issued to finance the Thurgood Marshall Building construction. The liability is reduced by semiannual payments of principal and interest. These payments are secured by the rent collected from the Administrative Office of the U.S. Courts. Interest payable is accrued for the coupon certificates as well as the financed portion of the cogeneration facility (see Note 12).

Contract Holdbacks (included in Other Liabilities)

Contract Holdbacks (retainage) consists of a percentage of the contract price that is due to the vendor or contractor but is held by the AOC to provide assurance that the service or project will be completed as required by the contract terms. The amount that is held back is released to the vendor or contractor upon satisfactory completion of the service or project (see Note 14).

Contingencies, Environmental and Disposal Liabilities

The AOC accounts for contingencies in accordance with SFFAS No. 5, Accounting for Liabilities of the Federal Government. This standard defines a contingency as an existing condition, situation, or set of circumstances involving uncertainty as to the possible gain or loss to an entity that will ultimately be resolved when one or more future events occur or fail to occur. Management recognizes a contingent liability for liabilities

equal to or greater than \$100 thousand when a past transaction or event has occurred, a future outflow or other sacrifice of resources is probable and the related future outflow is measurable (see Notes 13 and 16).

SFFAS No. 5 also provides criteria for recognizing a contingent liability for material amounts of environmental cleanup costs that are related to general and stewardship PP&E used in federal operations. In accordance with Technical Bulletin 2006-1, Recognition and Measurement of Asbestos-Related Cleanup Costs, the AOC recognizes a liability and related expense for friable and nonfriable asbestos cleanup costs when it is both probable and reasonably estimable - consistent with SFFAS No. 5, SFFAS No. 6, and Technical Release No. 2 (see Note 13).

O. Personnel Compensation and Benefits

Annual and Other Leave

Annual leave is recognized as an expense and a liability as it is earned. The liability is reduced as leave is taken. The accrued leave liability is funded by future years’ budgetary resources and is classified as unfunded; which is reflected in the Federal Employees and Veterans Benefits payable line of the Balance Sheet. Other types of leave are expensed when taken and no future liability is recognized for these amounts.

Federal Employees’ Compensation Act (FECA) Benefits

The FECA program is administered by the U.S. Department of Labor (DOL), which initially pays valid claims and subsequently seeks reimbursement from the federal agencies employing the claimants (Unfunded FECA Liability, see Note 11). The DOL determines the actuarial liability for claims outstanding at the end of each fiscal year. This liability includes the estimated future costs of death benefits, workers’ compensation and medical and miscellaneous costs for approved compensation cases (Federal employee and veteran benefits payable, see Note 11).

Pensions

Most employees of the AOC participate in one of three defined-benefit retirement programs based on their employment start date. Employee and AOC contributions are made to the Civil Service Retirement System (CSRS), the CSRS Offset or the Federal Employees Retirement System (FERS) – all administered by the Office of Personnel Management (OPM). Employees may also participate in the Thrift Savings Plan (TSP), a defined contribution retirement savings and investment plan, as authorized by the *Federal Employees Retirement System Act of 1986*. The Federal Retirement Thrift Investment Board administers this plan. The AOC also withholds the necessary payroll deductions for employee contributions.

The AOC is not responsible for and does not report CSRS, FERS assets, accumulated plan benefits or liabilities applicable to its

employees on its financial statements. The OPM is responsible to report these amounts. The AOC recognizes an imputed financing source for the difference between the estimated OPM service cost and the sum of participants' pension withholdings and agency contributions (see Note 17).

Health Benefits and Life Insurance

The AOC recognizes a current-period expense for the future cost of post-retirement health benefits and life insurance for its employees while they are actively employed. This amount is also considered imputed financing (see Note 17).

P. Statement of Net Cost

The Statement of Net Cost (SNC) is presented by responsibility segment (which are AOC jurisdictions), in accordance with SFFAS No. 4, Managerial Cost Accounting Standards and Concepts. The AOC believes the responsibility segment approach currently provides cost information to its stakeholders in a direct, informative, and succinct manner.

The 11 responsibility segments reported on the SNC are identified below:

- Capital Construction and Operations
- Capitol Building
- Capitol Grounds and Arboretum
- Capitol Police Buildings, Grounds, and Security
- Capitol Power Plant
- House Office Buildings
- Library Buildings and Grounds
- Senate Office Buildings
- Supreme Court Building and Grounds
- U.S. Botanic Garden
- U.S. Capitol Visitor Center

Revenues reported on the SNC are principally recorded on a direct cost recovery basis.

Q. Statement of Budgetary Resources Terms

The purpose of Federal budgetary accounting is to control, monitor, and report on funds made available to Federal agencies by law and help ensure compliance with the law.

The following budgetary terms are commonly used:

Appropriation: An appropriation is a provision of law (not necessarily in an appropriations act) authorizing the expenditure of funds for a given purpose. Usually, but not always, an appropriation provides budget authority.

Budgetary resources: Budgetary resources are amounts available to incur obligations in a given year. Budgetary resources consist of new budget authority and unobligated balances of budget authority provided in previous years.

Gross Outlays: Gross Outlays are the sum of all payments made to liquidate obligations (other than the repayment of debt principals or other disbursements that are "means of financing" transactions). Outlays are the measure of Government spending.

Net Outlay: The net outlay is determined by subtracting all offsetting collections (unexpired and expired) from gross outlays so that the contribution of the budget account to the Federal Government's bottom line (the surplus or deficit) can be determined.

Obligation: An obligation is a binding agreement that will result in outlays, immediately or in the future. Budgetary resources must be available before obligations can be incurred legally.

Offsetting collections: Offsetting collections are payments made to the Government that, by law, are credited directly to expenditure accounts and deducted from gross budget authority and outlays of the expenditure account, rather than added to receipts. Usually, offsetting collections are authorized to be spent for the purposes of the account without further action by Congress. The authority to spend offsetting collections is a form of budget authority.

R. Use of Estimates

The preparation of financial statements in conformity with GAAP requires management to make certain estimates and assumptions. These estimates and assumptions affect the reported amounts of assets, liabilities (including contingent liabilities), revenues, financing sources, expenses and obligations incurred during the reporting period. These estimates are based on management's best knowledge of current events, historical experience and other assumptions that are believed to be reasonable under the circumstances. Estimates are subject to a wide range of variables, including assumptions on future economic and financial events. Accordingly, actual results may differ from those estimates.

S. Classified Activities

Accounting standards require all reporting entities to disclose that accounting standards allow certain presentations and disclosures to be modified, if needed, to prevent the disclosure of classified information.

NOTE 2: NON-ENTITY ASSETS

Non-entity assets are those held by the AOC but are unavailable for use in its operations. Activities that may give rise to non-entity assets include:

- The Monocle Restaurant rent collections
- USBG palm tree rental proceeds
- Repayment of employees' debt, which was established in funds that are now canceled
- Steam and chilled water collections over the annual congressional cap (see Note 1.D)
- Restitution payments resulting from the January 6, 2021 Capitol insurrection

Upon receipt, these funds are not available for AOC to use and are transferred to Treasury.

The AOC's non-entity assets as of September 30, 2022, and 2021, are as follows:

Dollars in Thousands

NON-ENTITY ASSETS	2022	2021
Other than Intragovernmental		
Accounts Receivable, Net (Note 6)	\$ 31	\$ 7
Total Non-Entity Assets	\$ 31	\$ 7
Total Entity Assets	\$ 3,961,375	\$ 3,825,448
Total Assets	\$ 3,961,406	\$ 3,825,455

Non-Entity Accounts Receivable increased due to the accumulation of Employee Payroll Receivables, which will be reduced when the debt is collected.

NOTE 3: FUND BALANCE WITH TREASURY

FBWT is classified in the following categories:

a) Unobligated Balance

Unobligated Balance Available includes unexpired budget authority. The amount disclosed in this note as Unobligated Balance Available may not reconcile to the amount reported as Unexpired unobligated balance on the Combined Statement of Budgetary Resources (SBR) due to anticipated collections (closed out at year end) and budgetary resources that are not part of the FBWT such as investments (see Note 5). Additionally, any amounts in FBWT for which the related budgetary authority is restricted will not reconcile to the SBR. The AOC has unobligated

balances derived from offsetting collections for space rented in the O'Neill Building. These amounts are available for future obligations upon Congressional appropriation.

Unobligated Balance Unavailable represents expired budget authority that is no longer available to incur new obligations unless authorized by Congress. An example of this is for FECA and unemployment payments, which are derived from expired balances.

b) Obligated Balance Not Yet Disbursed

Obligated balance Not Yet Disbursed includes undelivered orders or orders that have been received but not yet paid for.

c) Non-Budgetary FBWT

Non-Budgetary FBWT (if applicable) includes unavailable miscellaneous receipts and suspense accounts that have no associated budget authority.

Dollars in Thousands

FUND BALANCE WITH TREASURY TYPE	2022	2021
Unobligated Balance		
Available	\$ 440,281	\$ 791,307
Unavailable	31,672	27,363
Obligated Balance not yet Disbursed	812,108	430,362
Total	\$ 1,284,061	\$ 1,249,032

The decrease in Unobligated Balance Available and increase in Obligated Balance not yet Disbursed is primarily attributed to the usage of emergency supplemental appropriations received in the 4th Quarter of FY 2021 for funding the AOC's response to the events at the United States Capitol on January 6, 2021. These appropriations were available for obligation in FY 2021 and obligated in FY 2022.

NOTE 4: CASH AND OTHER MONETARY ASSETS

Cash and Other Monetary Assets include change-making funds held in a bank outside Treasury for the CVC Gift Shops' operations and undeposited daily sales from the Gift Shops (if applicable). There are no restrictions on cash. The CVC Gift Shops gradually re-opened during FY 2022 after being closed since March 12, 2020. As of June 7, 2022, both CVC Gift Shops were fully operational and open to the public. Therefore, although there were no undeposited collections in Q4 FY 2021 due to the closure of the CVC Gift Shops, there were undeposited collections in Q4 FY 2022.

The cash balances as of September 30, 2022, and 2021, are as follows:

Dollars in Thousands

CASH AND OTHER MONETARY ASSETS	2022	2021
Undeposited Collections	\$ 23	\$ —
Cash Imprest Funds	14	14
Total	\$ 37	\$ 14

NOTE 5: INVESTMENTS

Intragovernmental investments are comprised of proceeds from CVC Gift Shops sales and restaurant commission receipts. These amounts are invested with Treasury's Bureau of the Fiscal Service and are classified as intragovernmental. The difference in the type of certificates (one-day, six-month, and one-year, as applicable) reflects the maturity of previously held securities. Upon maturity, the proceeds from six-month and one-year securities remain in one-day certificates until they are utilized to cover necessary expenses or reinvested in longer term certificates.

The FY 2022 Intragovernmental Investments, Net decreased due to expenditure of proceeds from CVC Revolving Fund to fund the Exhibition Hall Renovation project (EHRP). While the CVC Gift Shops have gradually re-opened during FY2022, sales have not yet reached pre-pandemic levels. The CVC restaurant also re-opened to the public on May 30, 2022.

Other than Intragovernmental Investments comprise the investment of the Thurgood Marshall Building Operating Reserve Fund with the Bank of New York Mellon. Level 1 reflects the unadjusted quoted prices in active markets for identical assets that the AOC can access at the measurement date.

At September 30, 2022, Dollars in Thousands

INVESTMENTS	SHARES/PAR	AMORTIZED PREMIUM (NET OF DISCOUNT)	INTEREST RECEIVABLE	INVESTMENTS, NET	UNREALIZED GAIN/(LOSS)	MARKET VALUE
INTRAGOVERNMENTAL, NONMARKETABLE:						
Capitol Visitor Center Revolving Fund						
One-Day Certificate, 2.72% Annual Yield Maturing 10/3/2022	\$ 2,730	\$ —	\$ —	\$ 2,730	\$ —	\$ 2,730
Six-Month Certificate, 2.87% Annual Yield Maturing 1/12/2023	5,071	(41)	—	5,030	(5)	5,025
12-Month Certificate, 4.03% Annual Yield Maturing 9/7/2023	2,598	(96)	—	2,502	2	2,504
Total Intragovernmental	\$ 10,399	\$ (137)	\$ —	\$ 10,262	\$ (3)	\$ 10,259

At September 30, 2021, Dollars in Thousands

INVESTMENTS	SHARES/PAR	AMORTIZED PREMIUM (NET OF DISCOUNT)	INTEREST RECEIVABLE	INVESTMENTS, NET	UNREALIZED GAIN/(LOSS)	MARKET VALUE
INTRAGOVERNMENTAL, NONMARKETABLE:						
Capitol Visitor Center Revolving Fund						
One-Day Certificate, 0.05% Annual Yield Maturing 10/1/2021	\$ 6,726	\$ —	\$ —	\$ 6,726	\$ —	\$ 6,726
Six-Month Certificate, 0.05% Annual Yield Maturing 1/13/2022	5,001	—	—	5,001	—	5,001
Total Intragovernmental	\$ 11,727	\$ —	\$ —	\$ 11,727	\$ —	\$ 11,727

At September 30, 2022, Dollars in Thousands

FAIR VALUE MEASUREMENT, OTHER THAN INTRAGOVERNMENTAL INVESTMENTS	LEVEL 1	TOTAL
The Bank of New York Mellon Operating Reserve Fund (Dreyfus)	\$ 10,798	\$ 10,798
Total	\$ 10,798	\$ 10,798

At September 30, 2021, Dollars in Thousands

FAIR VALUE MEASUREMENT, OTHER THAN INTRAGOVERNMENTAL INVESTMENTS	LEVEL 1	TOTAL
The Bank of New York Mellon Operating Reserve Fund (Dreyfus)	\$ 10,755	\$ 10,755
Total	\$ 10,755	\$ 10,755

NOTE 6: ACCOUNTS RECEIVABLE, NET

The AOC's Accounts Receivable as of September 30, 2022, and 2021, are as follows:

Dollars in Thousands

ACCOUNTS RECEIVABLE	2022	2021
Intragovernmental		
Entity	\$ 646	\$ 643
Total Intragovernmental	\$ 646	\$ 643
Other than Intragovernmental		
Entity	\$ 244	\$ 272
Non-Entity	31	7
Total Other than Intragovernmental	\$ 275	\$ 279
Total	\$ 921	\$ 922

Based on analysis of historical collections and write-offs, all accounts are currently considered collectible and there is no allowance for doubtful accounts as of the current period.

NOTE 7: INVENTORY & RELATED PROPERTY, NET

Inventory consists of retail goods that were purchased for resale at the CVC's Gift Shops.

Inventory, as of September 30, 2022, and 2021, is as follows:

Dollars in Thousands

INVENTORY CATEGORY	2022	2021
Purchased Goods Held for Current Sale	\$ 767	\$ 1,351
Total	\$ 767	\$ 1,351

Both CVC Gift Shops re-opened to the public during FY 2022. Inventory purchases needed to support the online gift shop continue; however, the decrease in inventory is attributed to a higher inventory turnover rate due to increased sales from the re-opening of the physical Gift Shops.

Inventory on hand may include damaged items which consist of broken and/or stained merchandise that are no longer in saleable condition, such as display items. Discontinued or defective merchandise may also be restricted from future sales and carried as damaged inventory until disposed.

The AOC may record an allowance which is based on slow-moving, excess or obsolete and damaged inventory, if applicable. Based upon management's reviews and the most recent inventory count, all damaged inventory was disposed in accordance with normal operating practices. There is no damaged or restricted inventory to report as of September 30, 2022 and 2021.

NOTE 8: GENERAL PROPERTY, PLANT AND EQUIPMENT, NET

The AOC records property and equipment by distinct categories as shown in the following table (see Note 1.L for the AOC's capitalization thresholds and related useful lives). Internal Use Software (IUS) is fully depreciated.

The following charts represent the AOC's real property and equipment values, by asset category, as of September 30, 2022, and 2021:

At September 30, 2022, Dollars in Thousands

CLASS OF PROPERTY AND EQUIPMENT	ACQUISITION VALUE	ACCUMULATED DEPRECIATION	NET BOOK VALUE	%
Buildings	\$ 1,440,184	\$ 890,443	\$ 549,741	20.8%
Buildings Improvements	2,908,362	1,384,674	1,523,688	57.6%
Capital Leases (Real Property)	40,143	38,257	1,886	0.1%
Leasehold Improvements	19,959	18,584	1,375	0.1%
Equipment and Internal Use Software	36,244	19,743	16,501	0.6%
Land	169,231	—	169,231	6.3%
Land Improvements	157,613	125,966	31,647	1.2%
Other Structures	9,288	5,777	3,511	0.1%
Construction Work-in-Progress (CWIP)	352,179	—	352,179	13.2%
Total	\$ 5,133,203	\$ 2,483,444	\$ 2,649,759	100%

At September 30, 2021, Dollars in Thousands

CLASS OF PROPERTY AND EQUIPMENT	ACQUISITION VALUE	ACCUMULATED DEPRECIATION	NET BOOK VALUE	%
Buildings	\$ 1,440,184	\$ 865,133	\$ 575,051	22.6%
Buildings Improvements	2,678,941	1,271,503	1,407,438	55.2%
Capital Leases (Real Property)	40,143	37,647	2,496	0.1%
Leasehold Improvements	19,830	17,987	1,843	0.1%
Equipment and Internal Use Software	34,627	17,544	17,083	0.7%
Land	169,231	—	169,231	6.6%
Land Improvements	150,809	119,119	31,690	1.2%
Other Structures	9,288	5,417	3,871	0.2%
Construction Work-in-Progress (CWIP)	340,049	—	340,049	13.3%
Total	\$ 4,883,102	\$ 2,334,350	\$ 2,548,752	100%

The increase in Building Improvements is primarily due to the recognition of additional fixed assets as work and/or phases are completed on various capital improvement projects, with the largest being the Senate Underground Garage Renovation & Landscape Restoration.

Additionally, the change in CWIP is due to new activity net of re-classifications to other asset accounts for work completed.

The FY 2022 and FY 2021 amounts shown in the chart below represent PP&E activity for each respective fiscal year.

Dollars in Thousands

CURRENT YEAR ACTIVITY NET PP&E	2022	2021
Balance at Beginning of Year	\$ 2,548,752	\$ 2,450,456
Capitalized Acquisitions	250,540	242,879
Dispositions	(439)	(14,405)
Depreciation Expense*	(149,094)	(130,178)
Balance at End of Year	\$ 2,649,759	\$ 2,548,752

* Depreciation expense represents current year change in accumulated depreciation.

The educational, artistic, architectural, and historical significance of many of the AOC's buildings meet the FASAB criteria for heritage assets. Since these buildings are currently used for day-to-day business, they are further classified as multi-use heritage assets (see Note 9). As a result, they are depreciated in the same manner as if they were general purpose assets. Although the original assets are fully depreciated, subsequent improvements and betterments to the buildings are currently being depreciated in accordance with established policy. The AOC is responsible for reviewing and authorizing all structural and architectural changes to the buildings and grounds before any changes are made.

NOTE 9: STEWARDSHIP PP&E

The AOC maintains and preserves stewardship PP&E related to its mission to serve Congress and the Supreme Court, preserve America's Capitol and inspire memorable experiences. Tracing its beginnings to the laying of the U.S. Capitol Building cornerstone in 1793, authority for the AOC's care and maintenance of the U.S. Capitol was established by legislation in 1876. The agency maintains multiple categories of heritage assets, including historic buildings and structures, stewardship lands and cultural landscapes, artwork, architectural features, reference and library materials, and living botanical assets. The AOC shares stewardship responsibility for certain heritage assets with the curators for the U.S. Senate and the House of Representatives. These assets are categorized as joint works of art and included in the AOC's inventory. In addition, while the AOC is responsible for the architectural fine art adorning the Supreme Court of the United States, the collectible fine art within the building is cared for by the curator of the Supreme Court of the United States.

The AOC's heritage asset management is guided by the Secretary of the Interior's Standards and Guidelines for Treatment of Historic Properties and Cultural Landscapes and by the Code of Ethics and Guidelines for Practice of the American Institute for Conservation of Historic and Artistic Works. The collection of reference and library materials are guided by the National Archives and Records Administration preservation standards and the living botanical assets collection is guided by the standards for care of the American Alliance of Museums and Botanic Garden Conservation International. The AOC's stewardship PP&E including estimated land acreage is described more fully in the Required Supplementary Information (RSI). Deferred maintenance and repairs are separately disclosed as RSI.

Historic Buildings and Structures

The AOC maintains multiple historic buildings and structures. These facilities include the U.S. Capitol Building, Russell Senate Office Building, Dirksen Senate Office Building, Hart Senate Office Building, Senate Underground Garage, Daniel Webster Page Residence, Cannon House Office Building, Longworth House Office Building, Rayburn House Office Building, East and West House Underground Garages, Ford House Office Building, Thomas Jefferson Building, John Adams Building and James Madison Memorial Building. They also include the U.S. Botanic Garden (USBG) Conservatory, USBG Administration Building, Capitol Power Plant Main Boiler Building, Capitol Power Plant East Refrigeration Plant, Capitol Power Plant Old Generator Building, the Supreme Court of the United States and Thurgood Marshall Federal Judiciary Building. All facilities are predominantly used in general government operations, and many are considered multiuse heritage assets. Multiuse heritage assets are reported at cost, depreciated over their estimated useful life and presented as General Property, Plant and Equipment, Net on the Balance Sheet. Historic buildings and structures are added or withdrawn through congressional action.

Stewardship Land and Cultural Landscapes

The AOC-administered stewardship land and cultural landscapes on the Capitol campus encompass lands of national and historical significance. In accordance with the AOC's authorizing legislation, the land is held predominantly for conservation and preservation purposes. The AOC's stewardship land includes the U.S. Capitol Grounds surrounding the U.S. Capitol Building. The U.S. Capitol Grounds are an accredited arboretum and listed in the Morton Register of Arboreta, a comprehensive list of arboreta and public gardens for the benefit of the public, science and conservation. The AOC-administered land also includes cultural landscapes such as the Senate Park, Senate office building sites and courtyards, House office building sites and courtyards, U.S. Botanic Garden, National Garden, Bartholdi Park, USBG Administration Building site, Union Square, Jefferson Building site, Adams Building site, Madison Building site, Supreme Court of the United States site and Marshall Building site, as well as the memorial trees planted on the U.S. Capitol Grounds to honor distinguished citizens, groups and national events. In general, units of stewardship land are added or withdrawn through congressional action. Memorial trees are added through congressional action or donation and withdrawn due to the tree dying or disease.

An inventory of the memorial trees as of September 30, 2022, and 2021 follows:

DESCRIPTION	2021	ADDED	WITHDRAWN	OTHER ADJUSTMENTS	2022	CONDITION
Memorial Trees	152	9	(8)	(2)*	151	Poor to Excellent

* In FY 2022, the master inventory was adjusted to remove a duplicate entry for a memorial tree that was approved in FY 2021 but was not planted until FY 2022. The inventory also was adjusted to account for a memorial tree that was removed in FY 2021 but not recorded until FY 2022.

Collectible Heritage Assets

The AOC is the steward of collectible heritage assets. In general, collectible heritage assets are added or withdrawn through congressional action. Living botanical assets are added by purchase, private or institutional donation, or collected from wild populations, and withdrawn due to plants dying or exhibiting disease, or a change in institutional need. Collectible heritage assets include:

Artwork: The AOC cares for artwork that is part of the Capitol campus. These include interior sculptures, fine art, decorative art, architectural fine art and architectural decorative art.

Architectural Features: The Capitol campus is graced with many unique architectural features. These include outdoor sculptures, monuments and landscape features and fixtures.

Reference and Library Materials: The AOC's collections include art and reference files, art and reference library

materials and archival records (both traditional and electronic). The traditional archival records include architectural and engineering drawings, manuscripts, paper records, small architectural models, photographs and conservation reports. The electronic archival records are heritage assets retained on electronic storage media including, but not limited to, architectural and engineering drawings and textual records.

Living Botanical Assets: The AOC accounts for the living botanical assets in the USBG collection. These include a variety of plants for exhibition, study and exchange with other institutions. An individual accession number might include multiple lots (divisions) and multiple individual plants at different locations. Additions and withdrawals are not measured by individual plants.

An inventory of the AOC's collectible heritage assets as of September 30, 2022, and 2021 follows:

DESCRIPTION	2021	ADDED	WITHDRAWN	OTHER ADJUSTMENTS	2022	CONDITION
Artwork	2,006	3	(2)	—	2,007	Poor to Excellent
Architectural Features	202	—	—	—	202	Fair to Excellent
Reference and Library Materials:						
Art and Reference Files (Drawers)	108	—	—	—	108	Good
Art and Reference Library Materials (Volumes)	1,240	—	—	—	1,240	Good
Traditional Archival Records	566,096	14,339	—	—	580,435	Fair to Excellent
Electronic Archival Records (Megabytes [MB])	17,577.70	274.40	—	—	17,852.10	N/A
Living Botanical Assets (Accessions)	9,612	554	(846)	(10)*	9,310	N/A

* Ten living botanical assets were duplicated in the FY 2021 inventory and were removed in the FY 2022 inventory.

NOTE 10:**ADVANCES, PREPAYMENTS, AND DEFERRED REVENUE**

Advances, Prepayments, and Deferred Revenue consist of the unliquidated balance on advances and prepayments to and from other federal agencies for work to be performed under interagency and reimbursable agreements. In FY 2022, Advances to Others and Prepayments – Other than Intragovernmental consist of employee travel advances associated with approved training.

Dollars in Thousands

ASSETS	2022	2021
Intragovernmental		
Advances to Others and Prepayments	\$ 4,799	\$ 2,902
Total Intragovernmental	\$ 4,799	\$ 2,902
Other than Intragovernmental:		
Advances to Others and Prepayments	\$ 2	\$ —
Total Other than Intragovernmental	\$ 2	\$ —
Total	\$ 4,801	\$ 2,902

Dollars in Thousands

LIABILITIES	2022	2021
Intragovernmental		
Advances from Others	\$ 25,707	\$ 26,521
Total Intragovernmental	\$ 25,707	\$ 26,521
Total	\$ 25,707	\$ 26,521

The increase in Advances to Others and Prepayments, Intragovernmental is attributed to additional advance payments to federal trading partners for the Cannon Renewal. The increase was partially offset by the liquidation of advance payments as services were rendered and costs were incurred primarily for the Power Plant Utility Studies and Energy project.

The decrease in Advances from Others is primarily due to the liquidation of advances received from other federal agencies as work was completed on various reimbursable construction projects mainly for the Thurgood Marshall Building and Library of Congress.

NOTE 11:**LIABILITIES NOT COVERED BY BUDGETARY RESOURCES**

The Balance Sheet includes some liabilities not covered by current budgetary resources. Such liabilities require future Congressional action whereas liabilities covered by budgetary resources reflect prior congressional action. Regardless of when the congressional action occurs, when the liabilities are liquidated, Treasury will finance the liquidation in the same way that it finances all other disbursements, which is to borrow from the public if the Government has a budget deficit (and to use current receipts if the Government has a surplus). The AOC's liabilities that do not require the use of budgetary resources are undeposited CVC Gift Shops sales (if applicable) and miscellaneous receipts that are to be forwarded to Treasury.

The amount reported as "Other Liabilities" in the following table includes the financed portion of the cogeneration facility. While this amount is currently not covered by budgetary resources, the annual payment of principal and interest on the liability will be made from annual appropriations to the Capitol Power Plant (see Notes 1, 14, and 16). The Capital lease liability reported in the following table includes the principal due in future years only.

Workers' Compensation is reported as required by FECA. It includes long-term, actuarially calculated unfunded liability (Actuarial unfunded worker's compensation) and short term unfunded payable (Unfunded FECA Liability). The actuarial workers' compensation liability is calculated using a model provided by the DOL. Estimated future costs have been actuarially determined and they are regarded as a liability to the public because neither the costs nor reimbursement have been recognized by DOL. The current (short term) portion of the FECA liability represents an annual accrued liability for billed costs and is reflected in the Other Liabilities, Intragovernmental line of the balance sheet.

Unfunded accrued annual leave represents the value of employees' earned leave that they are entitled to upon separation and that will be funded by future years' budgetary resources.

The breakdown of the Liabilities not Covered by Budgetary Resources as of September 30, 2022, and 2021, are as follows:

Dollars in Thousands

LIABILITIES	2022	2021
Intragovernmental		
Unfunded FECA Liability (Note 14)	\$ 7,463	\$ 7,790
Total Intragovernmental	\$ 7,463	\$ 7,790
Federal Debt and Interest Payable (Note 12)	\$ 31,864	\$ 45,610
Federal Employee and Veteran Benefits Payable:		
Unfunded Accrued Annual Leave	17,260	19,296
Actuarial Unfunded Worker's Compensation	48,110	49,322
Environmental and Disposal Liabilities (Note 13)	183,422	179,022
Other:		
Capital Lease Liability (Note 15)	2,670	3,461
Other Liabilities Without Related Budget Obligations (Note 14)	46,281	47,907
Total Liabilities Not Covered by Budgetary Resources	\$ 337,070	\$ 352,408
Total Liabilities Covered by Budgetary Resources	142,672	99,763
Total Liabilities Not Requiring Budgetary Resources	54	7
Total Liabilities	\$ 479,796	\$ 452,178

The decrease in the Unfunded FECA Liability is primarily due to lower FECA costs billed by the Department of Labor as a result of decreased claims submitted by AOC claimants. The decrease in unfunded accrued annual leave is a result of employees' leave usage rising back to normal levels after reduced leave usage in FY 2021 due to continued restrictions related to the COVID-19 pandemic. Additionally, the number of employees decreased in FY 2022 compared to FY 2021, also contributing to the lower unfunded leave liability. The change in actuarial unfunded worker's compensation is associated with a lower liability projection as per DOL's FECA model and cost factors.

NOTE 12: FEDERAL DEBT AND INTEREST PAYABLE

The AOC is responsible for paying 30-year Serial Zero Coupon Certificates of Participation that were issued in 1989 for financing the construction of the Thurgood Marshall Building. The certificates were issued at \$125.4 million with a maturity value of \$525.5 million and are amortized using the effective interest rate of 9 percent (corresponding to the discount). Interest payable is accrued for the coupon certificates as well as the financed portion of the cogeneration facility.

The FY 2022 and FY 2021 ending balances shown in the charts below represent activities through September 30 for each respective year. The Borrowing (Repayments), Net reflects the current year activity for each respective fiscal year.

The balance of debt and interest payable, as of September 30, 2022, and 2021, is as follows.

Dollars in Thousands

DEBT OWED TO OTHER THAN INTRAGOVERNMENTAL, BY TYPE	2021			2022		
	BEGINNING BALANCE	BORROWING/ (REPAYMENTS), NET	ENDING BALANCE	BORROWING/ (REPAYMENTS), NET	ENDING BALANCE	
Securities	\$ 68,920	\$ (17,230)	\$ 51,690	\$ (17,230)	\$ 34,460	
Interest Payable	1,086	(108)	978	(120)	858	
Discount on Securities	(400,123)	—	(400,123)	—	(400,123)	
Less: Amortization of Discount on Securities	388,346	4,719	393,065	3,604	396,669	
Total	\$ 58,229	\$ (12,619)	\$ 45,610	\$ (13,746)	\$ 31,864	

Various judiciary offices and personnel occupy the Thurgood Marshall Building under an Interagency Agreement between the AOC and the Administrative Office of the U.S. Courts. Payments commenced in 1994 and base rent will not change over the initial 30 years and is set at \$17.2 million annually, which is the amount necessary to retire the debt in August, 2024. This certificate is not subject to prepayment or acceleration under any circumstance, pursuant to the language in the certificate agreement.

The net decrease is mainly attributed to the semi-annual bond payments made for the Thurgood Marshall Building along with the related accrued interest paid and bond amortizations. These bond payments are expected to occur each year until the bond is paid off.

NOTE 13: ENVIRONMENTAL AND DISPOSAL LIABILITIES

The AOC also has responsibility to remediate certain sites with environmental contamination hazards related to ongoing operations.

Environmental Cleanup Cost Liabilities Related to Asbestos Cleanup

The AOC is responsible for managing and/or abating friable and nonfriable asbestos-containing materials (ACM) in all Capitol complex buildings owned by the federal government. Pursuant to the FASAB Technical Bulletin 2006-1, Recognition and Measurement of Asbestos-related Cleanup Costs, the AOC recognizes a liability for cleanup costs that are both probable and reasonably estimable. This liability is founded on “per square and linear foot” cost indexes (based on current industry guidance for asbestos cleanup projects) which are then applied to recorded quantities of ACM to derive a total estimated liability.

Actual cleanup costs may differ from the recorded estimate due to additional cost factors that are, at this time, not reasonably estimable. For example, there may be an additional difficulty factor associated with AOC projects due to the unique working conditions on Capitol Hill. Additionally, containment (room or area) for asbestos abatement is a required work element that is not reasonably estimable at this time. Due to the uniqueness of individual project requirements, there is not enough information to determine the type of, and how much containment would be required. The AOC has determined that the reported estimated liability (see chart below) is the base cost without containment as containment requirements differ from project to project.

The AOC accrued an environmental liability of \$183 million. The estimated liability range is \$183 million on the lower end to \$374 million on the upper end, which includes markups assuming work is fully contracted out (See Note 16).

The AOC’s accrued and potential liabilities for environmental cleanup costs, as of September 30, 2022, and 2021, are as follows.

Dollars in Thousands

ENVIRONMENTAL AND DISPOSAL CLEANUP COST	2022	2021
Accrued Liabilities (Note 11 and Note 16)	\$ 183,422	\$ 179,022

The change in the liability is attributed to an increase in the rates used to calculate the liability during the current year as reflected in the RSMean cost estimating guidance utilized by the AOC.

Fort George G. Meade, Maryland

In addition to the requirements of Technical Bulletin 2006-1, the AOC is subject to various federal, state and local environmental compliance and restoration laws. Applicable laws include the *Clean Air Act*, the *Clean Water Act*, the *Solid Waste Disposal Act*, the *Safe Drinking Water Act* and the *Comprehensive Environmental Response, Compensation, and Liability Act* (CERCLA).

Management’s review concluded that the AOC is not responsible for the clean-up and remediation of previous environmental contamination on the approximately 100 acres of land at Fort George G. Meade, Maryland, which the U.S. Army transferred to the AOC. The Army is responsible for the environmental clean-up of any previous contamination under CERCLA. The AOC understands that the Army is actively monitoring existing contamination on the entire site, including the land transferred to the AOC, and is pursuing appropriate remediation of this contamination.

NOTE 14: OTHER LIABILITIES

As of September 30, 2022 and 2021, other intragovernmental liabilities consist of undeposited CVC Gift Shops sales, miscellaneous receipts, and Unfunded FECA Liability. See Note 4 for the description of undeposited CVC Gift Shops sales (Liability for Non-Fiduciary Deposit Funds and Undeposited Collections) and explanation of the increase in this line item. See Note 2 for the description of miscellaneous receipts (Liability for Non-Entity Assets Not Reported on the Statement of Custodial Activity) as well as the explanation of the increase in this line item, which include non-entity receipts that are to be forwarded to Treasury. See Note 11 for the description of the Unfunded FECA Liability and the associated explanation of the decrease in the liability. In FY 2022 and FY 2021, Other liabilities – Other than Intragovernmental consist of Contract Holdbacks, Accrued Funded Payroll, long term debt from the cogeneration financing (Other Liabilities Without Related Budgetary Obligations), and outstanding capital lease principal. In FY 2021, Other liabilities – Other than Intragovernmental also included accrued accounts payable (Other Liabilities with Related Budgetary Obligations).

Other Liabilities, as of September 30, 2022, and 2021, are as follows:

Dollars in Thousands

OTHER LIABILITIES	2022	2021
Intragovernmental:		
Liability for Non-Fiduciary Deposit Funds and Undeposited Collections	\$ 23	\$ —
Liability for Non-Entity Assets Not Reported on the Statement of Custodial Activity	31	7
Unfunded FECA Liability	7,463	7,790
Total Intragovernmental	\$ 7,517	\$ 7,797
Other than Intragovernmental:		
Contract Holdbacks	\$ 21,191	\$ 17,023
Other Liabilities with Related Budgetary Obligations		39,061
Accrued Funded Payroll and Leave	16,676	15,334
Other Liabilities Without Related Budgetary Obligation (Current, Not Covered)	1,744	1,627
Other Liabilities without Related Budgetary Obligations	44,537	46,280
Capital Lease Liability (Current, Not Covered)	839	791
Capital Lease Liability	1,831	2,670
Total Other than Intragovernmental	\$ 86,818	\$ 122,786
Total	\$ 94,335	\$ 130,583

The change in contract holdbacks is primarily attributed to incremental retainage on progress payments for ongoing construction projects. These amounts are expected to be liquidated and released upon satisfactory completion of associated projects. AOC reclassified its accrued accounts payable (Other Liabilities with Related Budgetary Obligations) from Other Liabilities to Accounts Payable. The large offsetting fluctuations in the Other Liabilities and Accounts Payable lines on the balance sheet are attributed to the reclassification in the current year (see Note 1B). In addition, the change in accrued Funded Payroll and Leave reflects the increased accrual due to the pay calendar having one additional day in the current accrual period.

NOTE 15: LEASES

As of September 30, 2022, the AOC is committed to various non-cancelable leases primarily covering administrative office space and storage facilities. Many of these leases contain escalation clauses tied to inflationary and tax increases, and renewal options.

Operating Leases

The AOC has entered into various operating lease agreements for commercial space. These lease agreements are held with various entities including the General Services Administration (GSA), Government Publishing Office (GPO) and other commercial vendors and expire on various dates between FY 2023 and FY 2027.

As of September 30, 2022, the aggregate of future payments due under noncancelable federal and nonfederal operating leases and occupancy agreements are as follows:

Dollars in Thousands

FISCAL YEAR	REAL PROPERTY		TOTAL
	FEDERAL	NON-FEDERAL	
2023	\$ 6,885	\$ 11,511	\$ 18,396
2024	3,171	7,897	11,068
2025	—	4,986	4,986
2026	—	3,256	3,256
2027	—	1,152	1,152
Thereafter	—	—	—
Total Future Leases	\$ 10,056	\$ 28,802	\$ 38,858

Capital Leases

The balance of Assets classified as Capital Leases, as of September 30, 2022, and 2021, is as follows:

Dollars in Thousands

SUMMARY OF ASSETS UNDER CAPITAL LEASE	2022	2021
Land and Buildings	\$ 40,143	\$ 40,143
Accumulated Amortization	(38,257)	(37,647)
Total Capital Leases	\$ 1,886	\$ 2,496

Capital leases have initial or remaining non-cancelable lease terms in excess of one year. The capital lease liability is amortized over the term of the lease. At the end of the current reporting period, the AOC had one nonfederal capital lease for the Senate Sergeant at Arms Warehouse building in Landover, Maryland. This lease is active through FY 2025.

As of September 30, 2022, and 2021, the present value of the future minimum lease payments is as follows:

At September 30, 2022, Dollars in Thousands

FISCAL YEAR	TOTAL
2023	\$ 947
2024	956
2025	966
Thereafter	—
Total Minimum Future Lease Payment	\$ 2,869
Less: Imputed Interest	(199)
Net Capital Lease Liability	\$ 2,670
Capital Lease Liabilities Covered by Budgetary Resources	\$ —
Capital Lease Liabilities Not Covered by Budgetary Resources	\$ 2,670

At September 30, 2021, Dollars in Thousands

FISCAL YEAR	TOTAL
2022	\$ 938
2023	947
2024	956
2025	966
2026	—
Thereafter	—
Total Minimum Future Lease Payment	\$ 3,807
Less: Imputed Interest	(346)
Total Capital Lease Liability	\$ 3,461
Capital Lease Liabilities Covered by Budgetary Resource	\$ —
Capital Lease Liabilities Not Covered by Budgetary Resources	\$ 3,461

NOTE 16: COMMITMENTS AND CONTINGENCIES

The AOC is party to various administrative proceedings, legal actions, and tort claims which may result in settlements or decisions adverse to the federal government. Additionally, the AOC has contractual agreements with various energy service providers which may require future financial obligations.

The AOC's accrued and potential liabilities for contingent and environmental cleanup costs, as of September 30, 2022, and 2021, are shown in the following table. See Note 13 for an explanation of the increase in the Environmental Cleanup Cost Liabilities.

At September 30, 2022, Dollars in Thousands

CONTINGENT LOSS	ACCRUED LIABILITIES	ESTIMATED RANGE OF LOSS	
		LOWER END	UPPER END
Legal Contingencies:			
Reasonably Possible	\$ —	\$ —	\$ 7,400
Environmental Contingencies:			
Probable (Note 13)	\$ 183,422	\$ 183,422	\$ 374,304

At September 30, 2021, Dollars in Thousands

CONTINGENT LOSS	ACCRUED LIABILITIES	ESTIMATED RANGE OF LOSS	
		LOWER END	UPPER END
Legal Contingencies:			
Reasonably Possible	\$ —	\$ —	\$ 3,500
Environmental Contingencies:			
Probable (Note 13)	\$ 179,022	\$ 179,022	\$ 348,501

Legal Liabilities

General contingent liabilities consist of claims filed against the AOC that are awaiting adjudication. These liabilities typically relate to contracts, labor and equal employment opportunity issues, and personal and property damage.

For the purpose of estimating contingent liabilities for the financial statements, the AOC conducted a review of existing claims for which the likelihood of loss to the AOC is probable. Additionally, management and the AOC's General Counsel evaluated the materiality of cases determined to have a reasonably possible chance of an adverse outcome. Liabilities are recognized herein for those cases that are determined to meet management's materiality threshold (see Note 1.N). No amounts are accrued in the financial records for claims where the estimated amount of potential loss is less than \$100 thousand or where the likelihood of an unfavorable outcome is less than probable. During the current and prior year reporting period there were no reported cases that met this criterion.

Additionally, management and the AOC's General Counsel evaluated the materiality of cases determined to have a reasonably possible (less than probable but more than remote) chance of an adverse outcome. The ultimate outcomes in these matters cannot be predicted at this time; however, the lower and upper-level estimate of these cases are shown in the chart above. Sufficient information is not currently available to determine if the ultimate resolution of the proceedings, actions, and claims will materially affect AOC's financial position or results of operations. Based on the less than probable nature of these claims, an accounting entry for the estimate was not posted and there is no impact on the financial statements.

Future Funded Energy Contracts

The use of energy contracts by federal agencies was permitted by the *Energy Policy Act of 1992* and, after a renewal in 2005, was permanently reauthorized by the *Energy Independence and Security Act of 2007*. These contracts provide federal agencies with the ability to implement energy and water savings upgrades at little to no upfront cost to the government. The contracts take the form of fixed-price, performance-based arrangements. An energy service company finances the cost of implementing the energy savings infrastructure and, in return, receives a contractually determined share of the cost savings over time. As part of the agreement, the energy company guarantees that the improvements will generate sufficient energy savings to pay for the projects over the life of the arrangement. Once the contract period ends, the agency retains all subsequent cost savings.

With the approval of Congress, the AOC has partnered with private energy service companies for utility energy service contracts (UESC) to help finance the design-build of its cogeneration system at the Capitol Power Plant and implement separate energy savings performance contracts (ESPC) in the Capitol Building, House Office Buildings, Senate Office Buildings and Library Buildings and Grounds jurisdictions. The ESPCs have helped the AOC implement energy savings measures by:

- Converting from pneumatic to direct digital heating, ventilation and air conditioning (HVAC) control and upgrading building automation systems
- Retrofitting existing light fixtures with high-efficiency lamps, ballasts, controls and reflectors; installing light-emitting diode (LED) lighting and expanding the lighting control rooms
- Upgrading transformers to high-efficiency models
- Adding removable insulation covers to reduce heat loss from steam valves
- Replacing failing and defective steam traps and valves to eliminate steam loss and waste

- Installing new motion/occupancy sensors in areas with infrequent and low occupancy levels
- Installing water conservation and fixture upgrades

As of September 30, 2022, the AOC has four active ESPCs and one active UESC arrangement. All construction related to ESPCs in the Capitol Building, House Office Buildings and Senate Office Buildings jurisdictions, and the UESC in the Capitol Power Plant, is complete and these contracts have transitioned to their performance phase. The construction activities for the last of these contracts, the ESPC for the Library Buildings and Grounds jurisdiction, was substantially concluded in FY 2022 (contract close out and other administrative tasks remain to be completed in FY 2023). The scheduled final payments for the contracts range from FY 2023 to FY 2037. The calculation of the period of performance is largely dependent on the amount of the predicted annual costs savings and the overall value of the projects.

The AOC is liable for the full funding of its cogeneration facility, as follows:

Dollars in Thousands

PROJECT COST	TOTAL
Construction Costs	
Appropriations	\$ 20,000
Long Term Financing	67,285
Total Construction Costs	\$ 87,285
Interest On Financing	25,432
Total Costs Over the Life of the Asset	\$ 112,717

The AOC will pay off the total amount of government contract payments (including interest) in 20 annual installments ranging from \$3 million to \$5 million each year (and subject to prepayment penalties). Total payments over the term, including interest and prepayments, will be approximately \$93 million. The AOC expects that these payments will be completed by May 2037 from available annual appropriations to the Capitol Power Plant.

NOTE 17: IMPUTED FINANCING

Consistent with SFFAS No. 4, the AOC incorporates the full cost of goods and services received from other federal entities in its financial statements. Certain costs of the providing entity may not be fully reimbursed by the AOC. The unreimbursed portion of these costs is recognized as imputed costs and are included in the operating amounts reported on the SNC. The imputed costs are offset by imputed financing sources and are reported on the face of the Statement of Changes in Net Position (SCNP).

Such imputed costs and financing sources include campus-wide capital infrastructure projects performed by another federal agency and Treasury Judgment Fund or Office of Congressional Workplace Rights (OCWR) Settlement and Award Fund payments, as applicable.

The AOC has activities with OPM that also require imputed costs and financing sources to be recognized. The OPM administers three earned benefit programs for civilian federal employees: the Federal Employees Health Benefits (FEHB) Program, the Federal Employee Group Life Insurance (FELI) Program, and the CSRS, CSRS Offset, and FERS Retirement Programs. AOC uses the applicable cost factors provided by OPM for current period expense reporting. The imputed costs and financing sources consist of the benefits for AOC employees that are paid on its behalf by OPM.

CSRS: According to PL 99-335, all employees hired prior to January 1, 1987, could elect CSRS or CSRS Offset. The CSRS provides a basic annuity and Medicare coverage. The CSRS fund covers most employees hired prior to January 1, 1984. The AOC and the employee contribute to Medicare at the rate prescribed by law. The AOC does not match TSP contributions for employees who participate in the CSRS retirement program.

CSRS Offset: CSRS Offset generally covers those employees who have had a break in their CSRS service of more than one and less than five years by the end of 1986. The AOC and the employee contribute to Social Security and Medicare at the rates prescribed by law. The AOC does not match TSP contributions for employees who participate in the CSRS Offset retirement program.

FERS: According to PL 99-335, employees with less than five years of creditable civilian service, as of the effective date in 1986, were automatically converted to FERS. In addition, during certain periods in 1987, 1988 and 1998, employees hired before January 1, 1984, could choose to participate in FERS. This system consists of Social Security, a basic annuity plan and the TSP.

The AOC and the employee contribute to Social Security and Medicare at rates prescribed by law. In addition, AOC is required to contribute to the TSP a minimum of 1 percent per year of the

basic pay of employees covered by this system. The AOC also matches a voluntary employee contribution up to 3 percent dollar-for-dollar, and another 2 percent is matched 50 cents on the dollar.

Imputed Financing for the periods ended September 30, 2022, and 2021, is as follows:

Dollars in Thousands

IMPUTED FINANCING, BY TYPE	2022	2021
Pensions		
CSRS	\$ 193	\$ 422
CSRS Offset	423	480
FERS	57,183	52,106
Less: Contributions	(50,478)	(47,303)
Subtotal: Employee Pensions	\$ 7,321	\$ 5,705
Health Insurance	\$ 17,193	\$ 16,818
Life Insurance	41	40
Subtotal: All Employee Benefits	\$ 24,555	\$ 22,563
Other Agency — Campus Infrastructure	\$ 2,336	\$ 3,940
Department of Justice — Treasury Judgement Fund	35	19
OCWR — Settlement and Awards Fund	44	30
Reversal of Imputed OCWR Payments	(15)	(70)
Total	\$ 26,955	\$ 26,482

In FY 2022, the change in imputed financing costs for employee benefits is primarily due to FEHB and pensions (FERS). The FERS increase is due to higher annual basic pay and an increase in OPM cost factors. FEHB enrollment figures have historically fluctuated based on employee enrollment. Additionally, the reversal of imputed OCWR payments is due to AOC's reimbursement to OCWR.

NOTE 18: NET COST OF OPERATIONS RELATED TO PAYROLL

Expenses for salaries and related benefits for the periods ended September 30, 2022, and 2021, are shown in the following table. These amounts were approximately 44 and 40 percent of the annual gross cost of operations for each respective fiscal year. This includes actual payroll and benefit expenses as well as other accrued expenses. Benefit expenses represent FECA (current year payment), Unemployment Compensation for Federal Employees (UCFE), and imputed costs paid by OPM. Other Accrued Expenses consist of payroll and benefit related

accruals. Those costs do not include the unfunded accrued annual leave and long term actuarial FECA.

Net Cost of Operations Related to Payroll for the periods ended September 30, 2022, and 2021, is as follows:

Dollars in Thousands

EXPENSES FOR PAYROLL AND RELATED BENEFITS	2022	2021
Payroll Expense	\$ 314,766	\$ 308,505
Benefit Expenses		
FECA and UCFE	3,803	4,263
Imputed Costs (Note 17)	24,555	22,563
Other Accrued Expenses		
Current Year Accrued Expenses	20,092	18,529
Reversal of Prior Year Accrued Expenses	(19,076)	(18,127)
Total Expenses for Payroll & Related Benefits	\$ 344,140	\$ 335,733
Total Gross Cost	\$ 788,789	\$ 832,586
Payroll related expenses to Gross Costs (%)	44%	40%

The increase in payroll expenses is due to higher cost of benefits per OPM and also reflects FY 2022 pay increases.

NOTE 19: RECONCILIATION OF SCNP APPROPRIATIONS TO SBR

Amounts reported as Appropriations Received on the SCNP consist of funds congressionally appropriated to the agency within the current fiscal year. Amounts reported as Appropriations on the SBR consist of appropriations received and other new budget authority.

The reconciliation for the periods ended September 30, 2022, and 2021 is as follows:

Dollars in Thousands

RECONCILIATION OF SCNP APPROPRIATIONS TO SBR	2022	2021
SCNP		
Appropriations Received	\$ 788,330	\$ 1,007,560
Total SCNP Appropriations	\$ 788,330	\$ 1,007,560
SBR		
Trust or Special Fund Receipts	\$ 17	\$ 10
Total SBR Appropriations	\$ 788,347	\$ 1,007,570

The decrease in appropriations received reflects the supplemental appropriation received in Q4 FY 2021 for funding AOC's response to the events at the States Capitol on January 6, 2021. No such amount was received in FY 2022. The increase in Trust or Special Fund Receipts is due to increased special fund receipts from commercial photography permits issued for Union Square as COVID-19 restrictions have eased.

NOTE 20:
STATEMENT OF BUDGETARY RESOURCES — UNOBLIGATED BALANCE BROUGHT FORWARD, OCTOBER 1

There were no material adjustments during the current year to correct the unobligated balance brought forward, October 1. Components of the amount reported as "Unobligated Balance from Prior Year Budget Authority, net" are disclosed in the following table:

Dollars in Thousands

NET ADJUSTMENTS TO UNOBLIGATED BALANCE BROUGHT FORWARD, OCTOBER 1	2022	2021
Unobligated Balance Brought Forward, October 1	\$ 814,080	\$ 472,307
Net Adjustments		
Cancelled Authority	(3,025)	(2,932)
Downward Adj PY Unpaid Unexpended Obligations	16,967	18,976
Downward Adj PY Unpaid Expended Authority	15,349	14,424
Downward Adj PY Paid Expended Authority (Refunds Collected)	5,838	5,114
Total Net Adjustments	\$ 35,129	\$ 35,582
Unobligated Balance from Prior Year Budget Authority, Net	\$ 849,209	\$ 507,889

NOTE 21:
UNDELIVERED ORDERS AT THE END OF THE PERIOD

In accordance with OMB Circular A-136, Financial Reporting Requirements, the amount of budgetary resources obligated but not delivered must be disclosed separately. Amounts obligated comprise contracts with vendors for acquisitions of goods and services including contractual support, constructions projects, and CVC inventory purchases.

Undelivered Orders for the periods ended September 30, 2022, and 2021, are as follows:

Dollars in Thousands

UNDELIVERED ORDERS	2022	2021
Paid		
Federal	\$ 4,799	\$ 2,902
Non-Federal	2	—
Total Paid	\$ 4,801	\$ 2,902
Unpaid		
Federal	\$ 293,445	\$ 19,400
Non-Federal	401,779	337,765
Total Unpaid	\$ 695,224	\$ 357,165

See Note 10, Advances and Prepayments, for the explanation of the increase in the Paid Undelivered Orders balance. The significant increase in the Federal Unpaid Undelivered Orders balance is primarily related to a new construction project executed with the Army Corps of Engineers.

NOTE 22:**EXPLANATION OF DIFFERENCES BETWEEN THE COMBINED STATEMENT OF BUDGETARY RESOURCES AND THE BUDGET OF THE UNITED STATES GOVERNMENT**

The FY 2023 Budget of the United States Government (President’s Budget) presenting the actual amounts for the year ended September 30, 2021, was published in March 2022. The FY 2023 President’s Budget is reconciled to AOC’s September 2021 SBR to identify differences. The AOC’s budget can be found on the OMB website (www.whitehouse.gov/omb/budget/) under legislative branch.

The President’s Budget reconciliation to the SBR is as follows:

Dollars in Thousands

RECONCILIATION OF SBR TO BUDGET FY 2021	BUDGETARY RESOURCES	NEW OBLIGATIONS AND UPWARD ADJUSTMENTS	NET OUTLAYS
Combined Statement of Budgetary Resources (SBR)	\$ 1,561,879	\$ 747,799	\$ 766,384
Items on SBR — Not on Budget:			
Expired Funds	(50,772)	—	—
Other	(6,107)	(799)	1,616
Budget of the United States Government	\$ 1,505,000	\$ 747,000	\$ 768,000

The “Other” difference between the FY 2021 comparative amounts presented on the SBR and the actual amounts published in the FY 2023 President’s Budget are due to amounts that are presented on the SBR but not included in the President’s Budget (e.g., Senate Restaurant) as well as rounding differences and other adjustments.

NOTE 23:**RECONCILIATION OF NET COST TO NET OUTLAYS**

Per SFFAS No. 7, FASAB “requires a reconciliation of proprietary and budgetary information in a way that helps users relate the two.” The objective is to provide an explanation for the differences between budgetary and financial (proprietary) accounting and is accomplished by reconciling budgetary outlays with related net cost of operations. Statements of Federal Financial Accounting Concepts No. 2, Entity and Display, as amended by SFFAS No. 53, Budget and Accrual Reconciliation (BAR), provides concepts for reconciling budgetary and financial accounting. The AOC has adopted the requirement to present this reconciliation in the format prescribed by SFFAS No. 53.

Budgetary accounting information is used for planning and control purposes and relates to both the receipt and use of cash, as well as reporting the federal deficit. Financial accounting information is intended to provide a picture of the government’s financial operations and financial position on an accrual basis. The accrual basis includes information about costs arising from the consumption of assets and the incurrence of liabilities. The reconciliation of net outlays, presented on a budgetary basis, and the net cost, presented on an accrual basis, provides an explanation of the relationship between budgetary and financial accounting information. The reconciliation serves not only to identify costs paid for in the past and those that will be paid in the future, but also to assure integrity between budgetary and financial accounting.

The reconciliation for the years ended September 30, 2022 and 2021 are as follows:

At September 30, 2022, Dollars in Thousands

RECONCILIATION OF NET OPERATING COST AND NET BUDGETARY OUTLAYS	INTRAGOVERNMENTAL	OTHER THAN INTRAGOVERNMENTAL	TOTAL
Net Operating Cost	\$(16,461)	\$ 721,573	\$ 705,112
Components of Net Operating Cost Not Part of the Budgetary Outlays			
Property, Plant and Equipment Depreciation Expense	—	(149,529)	(149,529)
Property, Plant and Equipment Disposals and Reevaluation	—	(4)	(4)
Cost of Goods Sold	—	(841)	(841)
Increase/(Decrease) in Assets:			
Accounts Receivable, Net	4	(28)	(24)
Securities and Investments	74	—	74
Other Assets	—	1,921	1,921
(Increase)/Decrease in Liabilities:			
Accounts Payable/Other Liabilities	(2,919)	(37,267)	(40,186)
Environmental and Disposal Liabilities	—	(4,400)	(4,400)
Federal Employee and Veteran Benefits Payable	—	3,247	3,247
Federal Debt and Interest Payable	—	22	22
Financing Sources:			
Imputed Cost	(26,955)	—	(26,955)
Total Components of Net Operating Cost Not Part of the Budget Outlays	\$ (29,796)	\$ (186,879)	\$ (216,675)
Components of the Budget Outlays That Are Not Part of Net Operating Cost			
Acquisition of Capital Assets	—	250,540	250,540
Acquisition of Inventory	—	257	257
Financing Sources:			
Transfers Out(In) Without Reimbursements	—	(1,135)	(1,135)
Total Components of the Budgetary Outlays That Are Not Part of Net Operating Cost	\$ —	\$ 249,662	\$ 249,662
Misc. Items			
Custodial/Non-Exchange Revenue	—	(51)	(51)
Appropriated Receipts for Trust/Special Funds	—	17	17
Total Other Reconciling Items	\$ —	\$ (34)	\$ (34)
Net Outlays (Calculated Total)	\$ (46,257)	\$ 784,322	\$ 738,065
Budgetary Agency Outlays, Net			
Budgetary Agency Outlays, Net			\$ 738,065

At September 30, 2021, Dollars in Thousands

RECONCILIATION OF NET OPERATING COST AND NET BUDGETARY OUTLAYS	INTRAGOVERNMENTAL	OTHER THAN INTRAGOVERNMENTAL	TOTAL
Net Operating Cost	\$ (23,745)	\$ 779,433	\$ 755,688
Components of Net Operating Cost Not Part of the Budgetary Outlays			
Property, Plant and Equipment Depreciation Expense	—	(138,501)	(138,501)
Property, Plant and Equipment Disposals and Reevaluation	—	(6,105)	(6,105)
Cost of Goods Sold	—	(81)	(81)
Gains/Losses on All Other Investments	—	2	2
Increase/(Decrease) in Assets:			
Accounts Receivable, Net	34	(78)	(44)
Securities and Investments	(46)	—	(46)
Other Assets	—	2,688	2,688
(Increase)/Decrease in Liabilities:			
Accounts Payable	(9)	20,774	20,765
Environmental and Disposal Liabilities	—	(99,960)	(99,960)
Federal Employee and Veteran Benefits Payable	—	1,661	1,661
Federal Debt and Interest Payable	—	19	19
Other Liabilities	—	16,471	16,471
Financing Sources:			
Imputed Cost	(26,482)	—	(26,482)
Total Components of Net Operating Cost Not Part of the Budget Outlays	\$ (26,503)	\$ (203,110)	\$ (229,613)
Components of the Budget Outlays That Are Not Part of Net Operating Cost			
Acquisition of Capital Assets	—	242,902	242,902
Acquisition of Inventory	—	246	246
Transfers Out(In) Without Reimbursements	—	(2,847)	(2,847)
Total Components of the Budgetary Outlays That Are Not Part of Net Operating Cost	\$ —	\$ 240,301	\$ 240,301
Total Other Reconciling Items			
Custodial/Non-Exchange Revenue	—	(2)	(2)
Appropriated Receipts for Trust/Special Funds	—	10	10
Total Other Reconciling Items	\$ —	\$ 8	\$ 8
Net Outlays (Calculated Total)	\$ (50,248)	\$ 816,632	\$ 766,384
Budgetary Agency Outlays, Net			\$ 766,384
Budgetary Agency Outlays, Net			\$ 766,384

Components of Net Operating Cost Not a Part of the Budgetary Outlays reflects the budgetary resources used to finance the AOC's activities, but not paid. The Net Operating Cost is reported net of any earned revenue and other financing sources (e.g., donated property or imputed costs). Components of the Budgetary Outlays Not Part of the Net Operating Cost includes resources used to finance the activities of the entity to account for items that were included in budgetary outlays but were not part of the SNC. This item includes budgetary outlays recognized in the current period that do not affect the net cost of operations (e.g., an acquisition of assets reflected in net obligations but not in SNC). The Reconciliation of Net Cost to Net Outlays explains the relationship between the entity's net outlays on a budgetary basis and the net cost of operations during the reporting period.

NOTE 24: COVID-19 ACTIVITY

During FY 2020, the AOC received supplemental appropriations totaling \$25 million as part of the CARES Act. Supplemental CARES Act funding provided additional cleaning supplies and services, COVID-19-related overtime, temporary employee hires and authorized payments to AOC service contractors made in accordance with Section 19005(a) of the CARES Act. Additionally, and in accordance with the AOC's general transfer authority under 2 U.S.C. § 1862 and 31 U.S.C. § 1532, the AOC received approval from the Senate Appropriations Committee to transfer up to \$2 million from other appropriations to the CCO account (see Note 1.G). This transfer was requested to allow the AOC to continue funding contractor reimbursements pursuant to Section 3610 of the CARES Act. As a result, AOC transferred \$1 million in FY 2020 and FY 2021 respectively.

In FY 2021, P.L. 117-31 provided Emergency Supplemental Appropriation for approximately \$22 million to the AOC to cover necessary expenses to "prevent, prepare for, and respond to coronavirus". As authorized by this P.L., approximately \$9.4 million was transferred to other appropriations in FY 2022 to restore funds that were used for the COVID-19 response.

The following tables depicts available funding and spending by program activity.

Dollars in Thousands

EMERGENCY SUPPLEMENTAL APPROPRIATION	2022	2021
Budgetary Resources:		
Unobligated (and Unexpired) Balance Carried Forward from PY	\$ 19,432	\$ —
New Budget Authority (+)	—	21,869
Rescissions(-)/Other Changes(+/-) to Budgetary Resources	(9,354)	—
Budgetary Resources Obligated (-)		
Service Contracts	(2,279)	(200)
Other Contracts	(7,799)	(2,237)
Total Budgetary Resources Obligated (-)	(10,078)	(2,437)
Budgetary Resources: Ending Unobligated (and Unexpired) Balance to be Carried Forward	\$ —	\$ 19,432
Outlays		
Service Contracts	1,904	—
Other Contracts	9,617	—
Total Outlays, Net	\$ 11,521	\$ —

Dollars in Thousands

CARES ACT	2022	2021
Budgetary Resources:		
Unobligated (and Unexpired) Balance Carried Forward from PY	\$ —	\$ 2,689
New Budget Authority (+)	—	—
Rescissions(-)/Other Changes(+/-) to Budgetary Resources	—	1,000
Budgetary Resources Obligated (-)		
Supplies and Services	—	(1,425)
Payroll	—	(1)
Contract Payments	—	(1,604)
Projects	—	(658)
Total Budgetary Resources Obligated (-)	—	(3,688)
Budgetary Resources: Ending Unobligated (and Unexpired) Balance to be Carried Forward	\$ —	\$ 1
Outlays		
Supplies and Services	880	3,837
Payroll	—	1
Contract Payments	182	1,985
Projects	—	658
Total Outlays, Net	\$ 1,062	\$ 6,481

The comparative presentation of the COVID-19 Activity Note has been revised to conform with the FY 2022 presentation prescribed by OMB A-136.

Additional footnotes discussing COVID-19 related impacts are Note 4: Cash and Other Monetary Assets; Note 5: Investments; Note 7: Inventory; Note 11: Liabilities Not Covered by Budgetary Resources; and Note 19: Reconciliation of SCNP Appropriations to SBR.

Required Supplementary Information (Unaudited)

A: Combining Schedule of Budgetary Resources

	TOTAL	CAPITAL CONSTRUCTION AND OPERATIONS	CAPITOL BUILDING	CAPITOL GROUNDS AND ARBORETUM
For the Year Ending September 30, 2022:				
Budgetary Resources				
Unobligated Balances from Prior Year Budget Authority, Net (Note 20)	\$ 849,209	\$ 23,971	\$ 41,123	\$ 19,939
Appropriations (Note 19)	788,347	139,117	42,579	15,254
Borrowing Authority	3,507	—	—	—
Spending Authority From Offsetting Collections	68,492	769	396	—
Total Budgetary Resources	\$ 1,709,555	\$ 163,857	\$ 84,098	\$ 35,193
Status of Budgetary Resources				
New Obligations and Upward Adjustments (Total)	\$ 1,242,031	\$ 150,938	\$ 46,370	\$ 16,687
Unobligated Balance, End of Year:				
Exempt from Apportionment, Unexpired Accounts	435,852	6,570	37,239	17,482
Unexpired Unobligated Balance, End of Year	435,852	6,570	37,239	17,482
Expired Unobligated Balance, End of Year (Note 3)	31,672	6,349	489	1,024
Unobligated Balance, End of Year (Total)	467,524	12,919	37,728	18,506
Total Budgetary Resources	\$ 1,709,555	\$ 163,857	\$ 84,098	\$ 35,193
Outlays, Net				
Outlays, Net (Total) (Discretionary and Mandatory)	738,065	138,028	46,937	15,922
Agency Outlays, Net (Note 23)	\$ 738,065	\$ 138,028	\$ 46,937	\$ 15,922
For the Year Ending September 30, 2021:				
Budgetary Resources				
Unobligated Balances from Prior Year Budget Authority, Net (Note 20)	\$ 507,889	\$ 19,126	\$ 59,963	\$ 16,381
Appropriations (Note 19)	1,007,570	149,331	34,719	20,570
Borrowing Authority	4,630	—	—	—
Spending Authority From Offsetting Collections	41,790	767	463	—
Total Budgetary Resources	\$ 1,561,879	\$ 169,224	\$ 95,145	\$ 36,951
Status of Budgetary Resources				
New Obligations and Upward Adjustments (Total)	\$ 747,799	\$ 142,206	\$ 56,603	\$ 17,837
Unobligated Balance, End of Year:				
Exempt from Apportionment, Unexpired Accounts	786,717	21,727	38,140	18,288
Unexpired Unobligated Balance, End of Year	786,717	21,727	38,140	18,288
Expired Unobligated Balance, End of Year (Note 3)	27,363	5,291	402	826
Unobligated Balance, End of Year (Total)	814,080	27,018	38,542	19,114
Total Budgetary Resources	\$ 1,561,879	\$ 169,224	\$ 95,145	\$ 36,951
Outlays, Net				
Outlays, Net (Total) (Discretionary and Mandatory)	766,384	128,380	42,769	14,645
Agency Outlays, Net (Note 23)	\$ 766,384	\$ 128,380	\$ 42,769	\$ 14,645

	CAPITOL POLICE BUILDINGS, GROUNDS AND SECURITY	CAPITOL POWER PLANT	HOUSE OFFICE BUILDINGS	LIBRARY BUILDINGS AND GROUNDS	SENATE OFFICE BUILDINGS	SUPREME COURT BUILDING AND GROUNDS	U.S. BOTANIC GARDEN	U.S. CAPITOL VISITOR CENTER
\$	390,650	\$ 42,566	\$ 147,301	\$ 74,975	\$ 55,212	\$ 27,591	\$ 18,076	\$ 7,805
	62,389	114,598	203,423	64,544	81,977	14,434	24,463	25,569
	—	—	—	—	—	3,507	—	—
	2,510	9,567	9,072	2,268	3,789	38,420	—	1,701
\$	455,549	\$ 166,731	\$ 359,796	\$ 141,787	\$ 140,978	\$ 83,952	\$ 42,539	\$ 35,075
\$	332,090	\$ 129,295	\$ 289,332	\$ 78,186	\$ 102,363	\$ 50,380	\$ 18,190	\$ 28,200
	120,683	24,173	67,372	62,362	37,591	33,572	22,392	6,416
	120,683	24,173	67,372	62,362	37,591	33,572	22,392	6,416
	2,776	13,263	3,092	1,239	1,024	—	1,957	459
	123,459	37,436	70,464	63,601	38,615	33,572	24,349	6,875
\$	455,549	\$ 166,731	\$ 359,796	\$ 141,787	\$ 140,978	\$ 83,952	\$ 42,539	\$ 35,075
	39,492	114,973	193,417	58,152	101,935	(13,055)	16,090	26,174
\$	39,492	\$ 114,973	\$ 193,417	\$ 58,152	\$ 101,935	\$ (13,055)	\$ 16,090	\$ 26,174
\$	65,430	\$ 50,777	\$ 115,340	\$ 75,668	\$ 52,973	\$ 31,803	\$ 11,907	\$ 8,521
	385,993	97,761	129,780	43,446	89,615	10,618	20,986	24,751
	—	—	—	—	—	4,630	—	—
	300	9,035	9,001	3,136	30	18,847	—	211
\$	451,723	\$ 157,573	\$ 254,121	\$ 122,250	\$ 142,618	\$ 65,898	\$ 32,893	\$ 33,483
\$	60,567	\$ 119,236	\$ 120,232	\$ 49,656	\$ 98,577	\$ 40,543	\$ 15,348	\$ 26,994
	389,425	26,150	130,849	71,654	42,014	25,355	17,115	6,000
	389,425	26,150	130,849	71,654	42,014	25,355	17,115	6,000
	1,731	12,187	3,040	940	2,027	—	430	489
	391,156	38,337	133,889	72,594	44,041	25,355	17,545	6,489
\$	451,723	\$ 157,573	\$ 254,121	\$ 122,250	\$ 142,618	\$ 65,898	\$ 32,893	\$ 33,483
	48,415	105,201	185,033	62,790	121,992	12,346	13,356	31,457
\$	48,415	\$ 105,201	\$ 185,033	\$ 62,790	\$ 121,992	\$ 12,346	\$ 13,356	\$ 31,457

B. Deferred Maintenance and Repairs

The AOC oversees more than 18.4 million square feet of facilities and more than 570 acres of grounds. The agency is responsible for ensuring that the historic facilities and grounds entrusted to its care remain in a safe and suitable condition for the current and future needs of Congress, the Supreme Court and the American public.

The Federal Accounting Standards Advisory Board's (FASAB) *Statement of Federal Financial Accounting Standards 42, Deferred Maintenance and Repairs* defines deferred maintenance and repairs (DM&R) as maintenance and repairs that were not performed when they should have been, or were scheduled, and are delayed for a future period. This standard requires federal entities to discuss: (1) maintenance and repairs policies, (2) how maintenance and repairs activities are ranked and prioritized, (3) factors considered in determining acceptable condition standards, (4) whether DM&R relate solely to capitalized general property, plant and equipment (PP&E) and stewardship PP&E or also to noncapitalized or fully depreciated general PP&E, (5) PP&E for which management does not measure and/or report DM&R and the rationale, (6) beginning and ending DM&R balances by category, and (7) significant changes from the prior year.

To meet this standard, the AOC tracks DM&R for four categories of capitalized assets: buildings and other structures, grounds (i.e., stewardship land), heritage assets and capitalized equipment. Noncapitalized and fully depreciated PP&E are excluded from the DM&R estimate. While the AOC tracks DM&R on capitalized equipment, the value of these deferred activities is often immaterial. In FY 2022, there was no material DM&R to be reported for capitalized equipment.

The AOC defines its acceptable level of condition to be "good to very good" based on the Facility Condition Index (FCI). The index is based upon the facility replacement values, which the AOC updates annually, and identified DM&R.

The AOC uses facility condition assessments (FCA) to evaluate the assets' condition and to identify deferred maintenance, capital

renewal, capital improvements and capital construction work elements. The FCA tracks maintenance and repairs activities as work elements that are scheduled for completion. Rank and prioritization for the work elements are based on the scheduled year and project risk (which is scored as low, medium, high and critical). The FCA cost models are considered early planning estimates to identify liabilities. The focus of this disclosure is solely DM&R, as identified through the FCAs, and excludes capital renewal, capital improvements and capital construction work elements. Nonetheless, the AOC monitors capital renewal work elements that, if not funded, could become deferred maintenance in the near future. Capital renewal work elements, identified within a five-year period, are combined with DM&R. This figure is referred to as "backlog" at the AOC. The AOC completed an initial FCA on most buildings and grounds under its stewardship, with some exceptions (identified in the note to the table below). The AOC continues to complete and update the FCAs for all of its facilities. As a result, the FCAs for some of these facilities are underway or in the planning stages.

The AOC's estimate of the amount of DM&R work required to bring facilities to a "good" condition, based on the FCI, was \$952 million for the fiscal year ending September 30, 2022.⁹ The increase over the prior year is mostly related to additional deferred maintenance identified during the assessment of Union Square. The Rayburn Building, the James Madison Memorial Building, and the Capitol Power Plant also had significant increases to associated deferred maintenance costs through additional identified or rescope work. Additionally, overall construction costs for all identified work in the FCAs were escalated due to global shortages in material and labor.

⁹ The AOC aims to maintain its assets in at least good condition. Condition is defined by the FCI, which is calculated as the cost of deferred maintenance divided by the current replacement value. A ratio of less than 0.02 is considered very good, 0.02 to 0.05 is judged good, 0.05 to 0.10 is deemed fair and more than 0.10 is considered poor. The AOC's goal is to attain a ratio of less than 0.05 (or good condition) for its assets. Although a system may be rated as being in good condition, individual assets within that system may require deferred maintenance and repair related work to return the asset to an acceptable operating condition.

Deferred Maintenance and Repairs (\$ in thousands required to achieve "good" condition)

CATEGORY	AS OF 10/1/21	AS OF 9/30/22	CHANGE
Buildings and Other Structures	\$845,649	\$856,049	\$10,400
Grounds	\$62,057	\$89,992	\$27,935
Heritage Assets	\$6,039	\$6,020	(\$19)
Capitalized Equipment	\$—	\$—	\$—
Total	\$913,745	\$952,061	\$38,316

* The September 30, 2022, figure excludes the U.S. Capitol Police Courier Acceptance Facility, Production Facility Storage Building, U.S. Supreme Court Building and the Thurgood Marshall Federal Judiciary Building. Deferred maintenance calculations are based on FY 2021 AOC replacement values, updated in April 2022.

C. Heritage Assets

Introduction

The AOC is the steward of heritage assets throughout the Capitol campus. In addition to the buildings and landscape, these assets include fine and decorative art, architectural features, outdoor sculpture, landscape features and fixtures, living botanical assets, memorial trees, archival records and reference material. Many of these assets are national treasures.

The AOC Curator Division manages the conservation of fine art and the preservation of other assets such as architectural drawings and photographs. The AOC follows professional standards established by the American Institute for Conservation and the National Archives and Records Administration. The AOC Curator prepares recommendations to the Joint Committee of Congress on the Library regarding the acquisition and placement of works of art and shares responsibility with the Senate and House curators for the care of collectible fine and decorative art. The Curator also provides advice to jurisdictions on projects and contracts that involve heritage asset preservation issues. Curator Division staff members support projects throughout the agency by conducting historical research and providing reproductions of photographs, architectural and engineering drawings, records, specifications and reports.

The Historic Preservation Officer is responsible for preserving the architectural features of the buildings maintained by the agency. The Historic Preservation Officer works closely with the Curator to document, research and provide information about buildings, architectural features and architectural decorative art, as well as to review projects, develop specifications and implement preservation policy. When conservation work is required, the AOC contracts with professional fine art conservators. All conservation efforts are fully documented by the Curator.

The Curator also maintains detailed records for each work of art and manages computerized inventories of heritage assets.¹⁰ Within the Curator Division, the Records Management and Archives Branch creates records policies and preserves historic architectural and engineering drawings and textual records. The Photography and Technical Imaging Branch documents facilities, projects, heritage assets and congressional events, and manages and preserves the AOC's photographic archives. Records are maintained on the Capitol campus when appropriate, while more fragile records, including microfilm and photographic negatives, are stored off-site in stable and secure conditions.

Historic Buildings and Structures

The AOC is responsible for maintaining the historic buildings and structures on the Capitol campus. **Appendix B** lists the major facilities under the AOC's stewardship. Those facilities deemed to be multipurpose heritage assets (i.e., primarily used for general government operations) are assigned a cost on the Balance Sheet and presented under General Property, Plant and Equipment, Net.

Stewardship Lands and Cultural Landscapes

AOC-administered stewardship lands encompass more than 570 acres of grounds. This includes Capitol Square, the approximately 286 acres of grounds immediately surrounding the U.S. Capitol Building. In addition, the AOC's cultural landscapes include the Summerhouse, Senate Park, Senate office building sites and courtyards, House office building sites and courtyards, East and West House Underground Garages, U.S. Botanic Garden (USBG) and National Garden, Bartholdi Gardens, USBG Administration Building site, Union Square, Library Buildings and Grounds sites, Madison Building site, Supreme Court of the United States site, Marshall Building site and memorial trees planted on the U.S. Capitol Grounds. The AOC also supports a campus in Culpeper, Virginia for audiovisual conservation and another in Fort Meade, Maryland for the Library of Congress book storage modules. In accordance with the AOC's authorizing legislation, the land is held predominantly for conservation and preservation purposes. Typically, units of stewardship land are added to or withdrawn from the AOC's portfolio through congressional action. The AOC does not have any leased land.

TOTAL STEWARDSHIP LAND AS OF SEPTEMBER 30, 2022

STEWARDSHIP LAND AND CULTURAL LANDSCAPES	CONSERVATION AND PRESERVATION	OPERATIONAL	COMMERCIAL USE	TOTAL LAND ACRES
Stewardship Land Acres	466	107	0	573

Memorial trees are living heritage assets planted to honor distinguished citizens, groups and events. Memorial trees are added through congressional action. For more information about the memorial trees, visit: www.aoc.gov/explore-capitol-campus/buildings-grounds/capitol-building/capitol-grounds/trees.

MEMORIAL TREES	AS OF 9/30/21	AS OF 9/30/22	CHANGE	GENERAL CONDITION
Memorial Trees	152	151	(1) ¹	Poor to Excellent

¹ The master inventory was adjusted to remove a duplicate entry for a memorial tree that was approved in FY 2021 but was not planted until FY 2022.

¹⁰ The AOC uses The Museum System collection management software to maintain the inventory of heritage assets.

Heritage Assets Condition Rating Scales

CONDITION RATING SCALE	DEFINITION	PRIORITY
Heritage Assets		
Poor	Asset exhibits, or is in danger of, structural damage or loss. Requires major conservation or repair to achieve structural and aesthetic integrity.	High
Fair	Asset is structurally sound but requires major conservation to improve aesthetic integrity.	Medium
Good	Asset is structurally sound and retains aesthetic integrity. Requires minor conservation.	Low
Excellent	Asset is new or has been conserved as close to its original condition and appearance as possible, or a conservator has determined that no conservation treatment is needed. Requires only routine maintenance.	No Conservation Treatment Needed
Historic Paper Records		
Poor	Records are not yet stored in archives or their preservation is endangered.	High
Fair	Records are preserved in secure and stable conditions in archives.	Medium
Good	Records are accessioned and placed in acid-free containers.	Low
Excellent	Records are fully processed and stored in archival folders with all major preservation problems addressed.	No Treatment Needed
Photographic Records		
Poor	Film photographs are not in secure storage or digital files are not identified, readable or backed up.	High
Fair	Records are in secure storage, subject is identified, and image is backed up.	Medium
Good	Negatives are properly housed, and inventoried or digital files are batch-captioned and backed up in multiple locations.	Low
Excellent	Negatives are stored off-site in archival conditions or digital files are fully captioned with images backed up in multiple locations with routine data migration.	No Treatment Needed

General Condition Standards

The AOC has established condition standards based on principles and guidance from the American Institute for Conservation. The AOC performs periodic condition surveys to document and preserve heritage assets. Because many of the heritage assets are in working offices and public spaces rather than in a museum setting, the AOC must closely monitor the assets to prevent damage. Outdoor sculptures and fixtures exposed to weather and pollutants require regular conservation, follow-up inspections and periodic maintenance treatments.



The AOC is responsible for the care of various heritage assets, including fine art, sculpture, architectural features and other national treasures located throughout the Capitol campus.

Collectible Heritage Assets

In the following tables, footnotes explain changes in condition or inventory count.

1. U.S. Capitol Building

The U.S. Capitol Building is an important example of neoclassical architecture. While a working building, the U.S. Capitol is also considered a museum of American art and history with millions of visitors each year.

1.1. Fine Art

This collection includes unique works of art that are not permanently attached to or designed for architectural or landscape structures (i.e., collectibles). They are separated into works that are under the jurisdiction of the Joint Committee of Congress on the Library and cared for by the AOC ("joint art"), and those that were originally accepted by the Joint Committee of Congress on the Library and are joint in subject matter or acquisition ("possibly joint"). The possibly joint assets are in the Senate and House wings of the U.S. Capitol Building and in many cases are part of the Senate or House collections and cared for by the Senate and House curators.

1.1.1. Interior Sculpture

These artworks consist primarily of bronze and marble statues in the National Statuary Hall Collection. This collection was established in 1864 and completed in 2005. Each state is allowed to include two statues in the collection. Periodically, states remove and replace statues. In FY 2011, a long-range annual conservation maintenance contract for sculpture was implemented. By the end of FY 2022, most statues had received at least four rounds of maintenance and were in excellent condition.

SCULPTURE	AS OF 9/30/21	AS OF 9/30/22	CHANGE	GENERAL CONDITION
1.1.1.1 National Statuary Hall Statues	98	99	1 ¹	Excellent
1.1.1.2 Other Statues	10	10	—	Excellent
1.1.1.3 Possibly Joint Statues	3	3	—	Good
1.1.1.4 Busts	16	16	—	Fair to Excellent
1.1.1.5 Possibly Joint Busts	21	21	—	Good
1.1.1.6 Other (Maquettes, etc.)	86	86	—	Poor to Excellent

¹ Three statues were added to the National Statuary Hall Collection this fiscal year. The statues of Mary McLeod Bethune and Amelia Earhart were added in July 2022. The statue of Harry S. Truman was added in September 2022. The statues of John James Ingalls and Thomas Hart Benton were removed from the collection.

1.1.2. Framed Oil Paintings

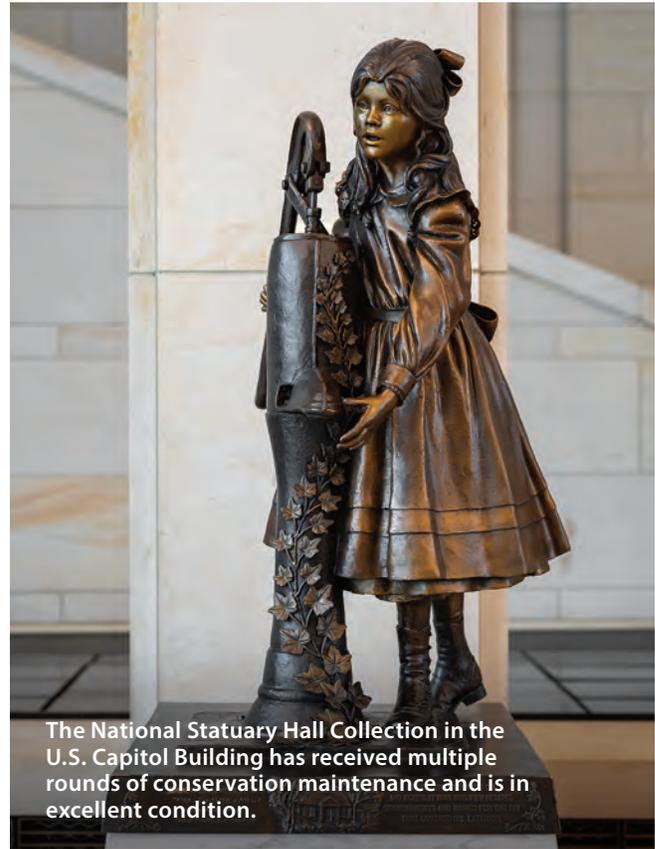
Framed oil paintings under the AOC's stewardship include portraits of former Architects of the Capitol and other paintings. Many of the frames for these paintings are also heritage assets.

PAINTINGS	AS OF 9/30/21	AS OF 9/30/22	CHANGE	GENERAL CONDITION
1.1.2.1 Portraits	19	19	—	Good to Excellent
1.1.2.2 Possibly Joint Portraits	26	26	—	Fair to Excellent
1.1.2.3 Paintings Other Than Portraits	12	12	—	Good to Excellent
1.1.2.4 Possibly Joint Paintings	23	23	—	Excellent

1.1.3. Works of Art on Paper

Works on paper under the AOC's care are primarily related to the U.S. Capitol Building. This collection is used for research and reference purposes and is generally not on display.

WORKS OF ART ON PAPER	AS OF 9/30/21	AS OF 9/30/22	CHANGE	GENERAL CONDITION
1.1.3.1 Watercolors	6	6	—	Good
1.1.3.2 Prints and Drawings	72	72	—	Poor to Excellent
1.1.3.3 Sketches for Murals	Approx. 232	Approx. 232	—	Fair to Excellent



The National Statuary Hall Collection in the U.S. Capitol Building has received multiple rounds of conservation maintenance and is in excellent condition.

1.2. Decorative Art

Decorative art ranges from objects of great craftsmanship and historical importance to mass-produced objects. Often the name of the designer or maker is unknown. Conservation treatment is typically only appropriate for the highest level of decorative art.

DECORATIVE ART	AS OF 9/30/21	AS OF 9/30/22	CHANGE	GENERAL CONDITION
1.2.1 Gilded Mirror Frames	91	91 ¹	—	Poor to Excellent
1.2.2 Historic Furniture	39	39	—	Fair to Good
1.2.3 Antique Clocks	10	10	—	Good to Excellent
1.2.4 Textiles	2	2	—	Good

¹ This number primarily includes frames in the House side of the Capitol. The Senate Curator is responsible for the inventory and conservation of Senate mirror frames.

1.3. Architectural Fine Art

This category of fine art is part of the fabric of a structure, permanently attached to a structure or building systems, or designed as part of an architectural space.

ARCHITECTURAL FINE ART	AS OF 9/30/21	AS OF 9/30/22	CHANGE	GENERAL CONDITION
1.3.1 Pediments (exterior)	3	3	—	Fair to Excellent
1.3.2 Statues (interior and exterior)	6	6	—	Good to Excellent
1.3.3 Plaster Model of Sculpture	3	3	—	Excellent
1.3.4 Sculptured Stair Railings	4	4	—	Excellent
1.3.5 Reliefs	39	39	—	Good
1.3.6 Sculptured Bronze Doors (sets) (interior and exterior)	4	4	—	Excellent
1.3.7 Plaques	31	31	—	Fair to Excellent
1.3.8 Stained Glass	16	16	—	Poor to Good
1.3.9 Rotunda Paintings	8	8	—	Fair ^{1,2} to Excellent
1.3.10 Rooms or Spaces with Fine Art Murals	84	84 ³	—	Fair ⁴ to Excellent ⁵

¹ Air pockets have continued to increase in size on the painting "Landing of Columbus," which will require deinstallation for structural and cosmetic treatment. Conservation planning is in progress.

² Air pockets have continued to increase in size on the painting "Discovery of the Mississippi by DeSoto," which will require deinstallation for structural and cosmetic treatment.

³ There are hundreds of images painted on the U.S. Capitol Building's walls. Mural conservation has been ongoing since 1981 and most murals are in at least "good" condition. Each room or space may contain multiple sections of murals in vaults and lunettes with individual mural scenes or figures.

⁴ 2022 condition assessments of lower wall panels in S-127 revealed that panels are in fair condition and conservation is being planned.

⁵ Conservation of gilding and plaster work on north section ceiling in S-213 is complete. Conservation of remaining sections is in progress. Mural conservation pilot project on the south wall lunette is near completion.

1.4. Architectural Decorative Art

Architectural decorative art is part of the fabric of a structure, permanently attached to a structure or building systems or designed as part of an architectural space. Decorative art ranges from objects of great craftsmanship and historical importance to mass-produced objects. Often the name of the designer or maker is unknown. Conservation treatment is typically only appropriate for the highest level of decorative art. Approximate numbers are based on the Capitol Building superintendent's inventory. Only about one-third of the lighting fixtures are historic heritage assets appropriate for restoration. The more utilitarian fixtures are at times moved or replaced.

ARCHITECTURAL DECORATIVE ART	AS OF 9/30/21	AS OF 9/30/22	CHANGE	GENERAL CONDITION
1.4.1. Mantels	Approx.167	Approx.167	—	Good
1.4.2. Chandeliers ¹	Approx. 285	Approx. 285	—	Good to Excellent
1.4.3. Pendant Lights	Approx. 155	Approx. 155	—	Good
1.4.4. Sconces	Approx. 100	Approx. 100	—	Good
1.4.5. Rooms or Spaces with Decorative Murals	48	48	—	Fair to Excellent

¹ This category refers to crystal chandeliers in the U.S. Capitol Building.

1.5. Architectural Features

Historic architectural features include woodwork, shutters, columns, capitals, brackets, historic floors (e.g., the U.S. Capitol Building's Minton tile floors) and special architectural surfaces (e.g., marble and scagliola). The Capitol Building Superintendent or the Senate Sergeant at Arms maintains these assets. While an accurate count of these features does not exist, their numbers are large. For example, there are at least 450 interior columns and pilasters with carved capitals. In recent years, special attention has been paid to the restoration of historic scagliola.

2. U.S. Capitol Grounds and Arboretum

The U.S. Capitol Grounds and Arboretum covers the land on which the U.S. Capitol Building, Senate and House office buildings and Capitol Power Plant reside. The grounds include sculpture, monuments and living assets such as trees and plantings. Heritage assets include ornamental fountains, drinking fountains, outdoor seating, stone retaining walls and light fixtures.

2.1. Outdoor Sculpture

OUTDOOR SCULPTURE	AS OF 9/30/21	AS OF 9/30/22	CHANGE	GENERAL CONDITION
2.1.1 Monuments/ Statues	4	4	—	Excellent
2.1.2 Fountains with Sculpture	1	1	—	Good
2.1.3 Plaques	5	5	—	Good

2.2. Landscape Features and Fixtures (including fixtures on the exterior of the U.S. Capitol Building)

LANDSCAPE FEATURES AND FIXTURES	AS OF 9/30/21	AS OF 9/30/22	CHANGE	GENERAL CONDITION
2.2.1 Urns	20	20	—	Good
2.2.2 Lighting Fixtures	Approx. 166	Approx. 166	—	Fair to Excellent
2.2.3 Basins (with fountains)	2	2	—	Excellent

3. House Office Buildings

There are three major office buildings for the House of Representatives: the Cannon, Longworth and Rayburn House Office Buildings.

ARCHITECTURAL FINE ART	AS OF 9/30/21	AS OF 9/30/22	CHANGE	GENERAL CONDITION
3.1 Pediments (exterior)	1	1	—	Good
3.2 Sculpture (exterior)	8	8	—	Fair
3.3 Plaster Models of Sculpture	25	25	—	Good
3.4 Architectural Models on Display	1	1	—	Fair
3.5 Reliefs	1	1	—	Good
3.6 Murals	1	1	—	Good
3.7 Plaques	1	1	—	Good
3.8 Monuments/ Statues	2	2	—	Good
3.9 Maquettes, etc.	1	1	—	Excellent

4. Senate Office Buildings

There are three major office buildings for the United States Senate: the Russell, Dirksen and Hart Senate Office Buildings.

ARCHITECTURAL FINE ART	AS OF 9/30/21	AS OF 9/30/22	CHANGE	GENERAL CONDITION
4.1 Pediments (exterior)	1	1	—	Fair
4.2 Sculpture	1	1	—	Poor
4.3 Plaster Models of Sculpture	6	6	—	Good
4.4 Architectural Models on Display	4	4	—	Excellent
4.5 Maquettes, etc.	1	1	—	Good
4.6 Reliefs (exterior)	51	51	—	Good
4.7 Murals (rooms with)	1	1	—	Excellent

5. Library Buildings and Grounds

The Library of Congress's 1897 Thomas Jefferson Building contains large areas of decorative painting, relief plaster, woodwork, stonework and mosaic ceilings. Additional facilities include the John Adams Building, which is embellished with art deco-style decorative metal and relief stonework, and the modern James Madison Memorial Building.

5.1. Architectural Fine Art

ARCHITECTURAL FINE ART	AS OF 9/30/21	AS OF 9/30/22	CHANGE	GENERAL CONDITION
5.1.1 Statues	27	27	—	Good to Excellent
5.1.2 Sculptured Stair Railings	2	2	—	Good
5.1.3 Reliefs (interior)	73	73	—	Good
5.1.4 Sculptured Bronze Doors (sets) (exterior)	17	17	—	Excellent
5.1.5 Stained Glass/Mosaics	17	17	—	Fair to Good
5.1.6 Rooms or Spaces With Fine Art Murals	32	32	—	Fair to Excellent
5.1.7 Sculptural Clock	1	1	—	Excellent
5.1.8 Exterior Sculpture	1	1	—	Fair

5.2. Outdoor Sculpture

OUTDOOR SCULPTURE	AS OF 9/30/21	AS OF 9/30/22	CHANGE	GENERAL CONDITION
5.2.1 Fountains With Sculpture	3	3	—	Poor to Excellent

6. Supreme Court Building and Grounds

The U.S. Supreme Court of the United States is richly adorned with decorative carvings in marble and wood, decorative metal and plasterwork and decorative painting.¹¹

ARCHITECTURAL FINE ART	AS OF 9/30/21	AS OF 9/30/22	CHANGE	GENERAL CONDITION
6.1 Pediments (exterior)	2	2	—	Excellent
6.2 Sculpture (exterior)	2	2	—	Excellent
6.3 Reliefs	4	4	—	Good
6.4 Light Posts with Reliefs (exterior)	2	2	—	Poor to Fair
6.5 Bronze Door (set) (exterior)	1	1	—	Good

¹¹ The collectible fine art within the Supreme Court of the United States does not fall under the AOC's jurisdiction and is cared for by the Curator of the Supreme Court of the United States.

CAPITOL HIGHLIGHTS

The National Statuary Hall Collection

The National Statuary Hall Collection is comprised of statues donated by individual states to honor notable persons in their history. Each state may donate two statues to the collection, which currently consists of 99 statues (the state of Virginia is currently replacing one statue). The AOC is responsible for the care and preservation of these heritage assets, listed below by state. All were assessed to be in excellent condition at the close of the fiscal year.

STATUE	STATE	YEAR
Helen Keller	Alabama	2009
Joseph Wheeler	Alabama	1925
Edward Lewis Bartlett	Alaska	1971
Ernest Gruening	Alaska	1977
Barry Goldwater	Arizona	2015
Eusebio F. Kino	Arizona	1965
James Paul Clarke	Arkansas	1921
Uriah Milton Rose	Arkansas	1917
Ronald Wilson Reagan	California	2009
Father Junipero Serra	California	1931
Florence R. Sabin	Colorado	1959
John L. Swigert Jr.	Colorado	1997
Roger Sherman	Connecticut	1872
Jonathan Trumbull	Connecticut	1872
John Middleton Clayton	Delaware	1934
Caesar Rodney	Delaware	1934
Mary McLeod Bethune	Florida	2022
John Gorrie	Florida	1914
Crawford W. Long	Georgia	1926
Alexander Hamilton Stephens	Georgia	1927
Father Damien	Hawaii	1969
Kamehameha I	Hawaii	1969
William Edgar Borah	Idaho	1947
George Laird Shoup	Idaho	1910
James Shields	Illinois	1893
Frances E. Willard	Illinois	1905
Oliver Hazard Perry Morton	Indiana	1900
Lewis Wallace	Indiana	1910
Dr. Norman E. Borlaug	Iowa	2014
Samuel Jordan Kirkwood	Iowa	1913
Amelia Earhart	Kansas	2022
Dwight D. Eisenhower	Kansas	2003
Henry Clay	Kentucky	1929
Ephraim McDowell	Kentucky	1929

STATUE	STATE	YEAR
Huey Pierce Long	Louisiana	1941
Edward Douglass White	Louisiana	1955
Hannibal Hamlin	Maine	1935
William King	Maine	1878
Charles Carroll	Maryland	1903
John Hanson	Maryland	1903
Samuel Adams	Massachusetts	1876
John Winthrop	Massachusetts	1876
Lewis Cass	Michigan	1889
Gerald R. Ford Jr.	Michigan	2011
Henry Mower Rice	Minnesota	1916
Maria L. Sanford	Minnesota	1958
Jefferson Davis	Mississippi	1931
James Zachariah George	Mississippi	1931
Francis Preston Blair	Missouri	1899
Harry S. Truman	Missouri	2022
Jeannette Rankin	Montana	1985
Charles Marion Russell	Montana	1959
Julius Sterling Morton	Nebraska	1937
Chief Standing Bear	Nebraska	2019
Patrick Anthony McCarran	Nevada	1960
Sarah Winnemucca	Nevada	2005
John Stark	New Hampshire	1894
Daniel Webster	New Hampshire	1894
Philip Kearny	New Jersey	1888
Richard Stockton	New Jersey	1888
Dennis Chavez	New Mexico	1966
Po'pay	New Mexico	2005
George Clinton	New York	1873
Robert R. Livingston	New York	1875
Charles Brantley Aycock	North Carolina	1932
Zebulon Baird Vance	North Carolina	1916
John Burke	North Dakota	1963
Sakakawea	North Dakota	2003
Thomas Alva Edison	Ohio	2016

STATUE	STATE	YEAR
James A. Garfield	Ohio	1886
Will Rogers	Oklahoma	1939
Sequoyah	Oklahoma	1917
Jason Lee	Oregon	1953
John McLoughlin	Oregon	1953
Robert Fulton	Pennsylvania	1889
John Peter Gabriel Muhlenberg	Pennsylvania	1889
Nathanael Greene	Rhode Island	1870
Roger Williams	Rhode Island	1872
John Caldwell Calhoun	South Carolina	1910
Wade Hampton	South Carolina	1929
William Henry Harrison Beadle	South Dakota	1938
Joseph Ward	South Dakota	1963
Andrew Jackson	Tennessee	1928
John Sevier	Tennessee	1931
Stephen F. Austin	Texas	1904
Sam Houston	Texas	1904
Philo T. Farnsworth	Utah	1990
Brigham Young	Utah	1950
Ethan Allen	Vermont	1876
Jacob Collamer	Vermont	1881
Statue to be replaced	Virginia	
George Washington	Virginia	1934
Mother Joseph	Washington	1980
Marcus Whitman	Washington	1953
John E. Kenna	West Virginia	1901
Francis Harrison Pierpont	West Virginia	1910
Robert M. La Follette	Wisconsin	1929
Jacques Marquette	Wisconsin	1896
Esther Hobart Morris	Wyoming	1960
Chief Washakie	Wyoming	2000

7. U.S. Botanic Garden

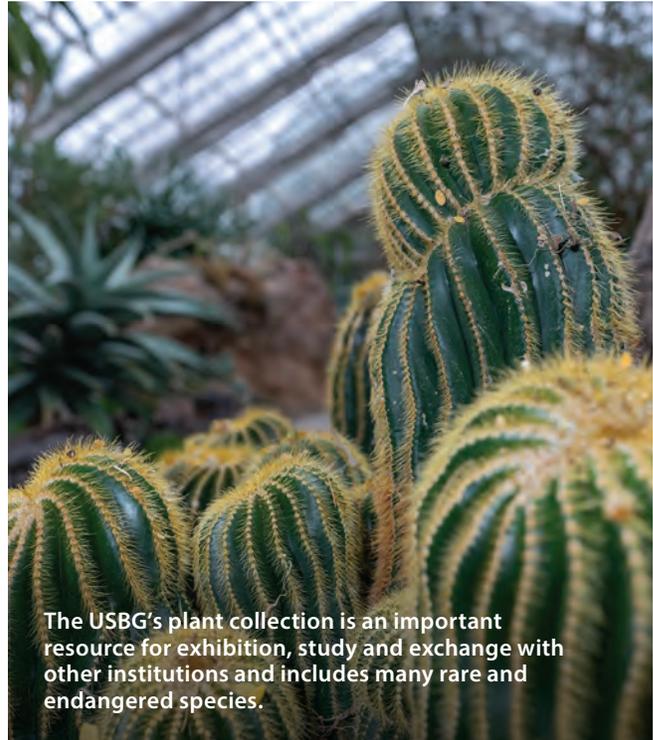
The U.S. Botanic Garden (USBG) maintains a collection of living plants. The collection is categorized as follows:

- Plants of historical or current institutional significance (e.g., specimens or descendants from the U.S. Exploring Expedition, commemorative gifts from foreign governments and descendants of plants of American historical significance)
- Plants appearing on permanent landscape planting plans for the Conservatory, outdoor gardens, Bartholdi Gardens and the Production Facility
- Plants listed for rotation into permanent exhibits in the Conservatory, outdoor gardens or Bartholdi Gardens
- Plants used in ongoing education programs
- Plants needed to support future exhibits or programs and whose quality or relative unavailability in the commercial trade justifies inclusion in the permanent collection
- Orchid species and selected orchid cultivars
- Listed rare and endangered species received under the Convention on International Trade in Endangered Species of Flora and Fauna repository agreement, through interagency transfer or by other means
- Medicinal plants whose quality or relative unavailability in the commercial trade justifies inclusion in the permanent collection
- Plants used for accent and horticultural propagation stock, including those obtained for trial performance under local conditions

The USBG uses the plant collection for exhibition, study and exchange with other institutions. Noteworthy plant collections include economically significant plants, medicinal plants, orchids, cacti, succulents, bromeliads, cycads and plants from Mediterranean regions. The USBG's gardens and living collections are important resources for the study of threatened plants and their conservation. The USBG maintains extensive database records of the plant collections, which track the location, condition and provenance of each plant. This information is available to the public on the USBG website, www.usbg.gov/plant-collections. The collection is continually reviewed for accuracy in identification.

7.1. Outdoor Sculpture

OUTDOOR SCULPTURE	AS OF 9/30/21	AS OF 9/30/22	CHANGE	GENERAL CONDITION
7.1 Fountains with Sculpture	1	1	—	Good



The USBG's plant collection is an important resource for exhibition, study and exchange with other institutions and includes many rare and endangered species.

7.2. Living Botanical Assets

The table identifies the USBG's inventory of living botanical assets. Plant inventories for FY 2022 and the prior five years are provided to facilitate comparison. At the end of FY 2022, the USBG held more than 9,000 accessions, including more than 42,000 individual plants at the Conservatory and the Blue Plains Production Facility in southwest Washington, D.C. The USBG maintains more than 6,000 unique taxa in its collections.

ALL PLANTS (INCLUDING ORCHID COLLECTION)				
FY	ACCESSIONS ¹	NAMES (TAXA) ²	INDIVIDUALS ³	DEACCESSIONS ⁴
2017	9,468	6,227	44,026	707
2018	9,105	6,041	41,470	1,017
2019	9,651	6,282	43,523	1,531
2020	9,925	6,231	57,576	386
2021	9,612	6,035	42,045	737
2022	9,310	6,031	42,857	846

¹ Current number of accessions assigned to living plants. An individual accession number might include multiple lots (divisions) that might include multiple individual plants.

² Number of names for living plants in our database. This includes species names, cultivars and varieties, and is restricted to only the names for plants that are living at the USBG. In many cases, the USBG has numerous accessions of the same type of plant from different times and sources.

³ It is not possible to calculate the exact number of individual plants in the USBG collection. This number estimates — as best as possible — the individual plant counts, which is much higher than the number of accessions due to accessions that have multiple individuals.

⁴ Number of deaccessions during the fiscal year. This is due to plants dying or being composted/ discarded due to disease or a change in institutional need.

7.3. Orchid Collection

The USBG's orchid collection contains more than 2,500 accessions and 3,200 individual orchids — the largest component of the USBG's plant inventory.

ORCHID COLLECTION				
FY	ACCESSIONS	NAMES (TAXA)	INDIVIDUALS	DEACCESSIONS
2017	3,017	1,795	4,230	395
2018	3,110	1,324	3,513	611
2019	2,259	1,287	3,464	983
2020	2,368	1,336	4,830	-
2021	2,474	1,366	3,604	36
2022	2,568	1,484	3,245	239

8. Architectural and Engineering Artifacts

The AOC maintains an inventory of small architectural and engineering artifacts and models for research or exhibition, as well as an inventory of large artifacts, such as pieces of stone removed from buildings or plaster models, for possible reuse or repair. The agency also maintains more than 150 tons of sculpture and stone removed from the East Front of the U.S. Capitol Building during its 1958 extension in a secure facility at Fort Meade, Maryland. The Curator tracks these artifacts and maintains lists of the objects in storage. It is not possible to provide a meaningful count, as some crates hold multiple pieces and some items are stored in pieces in multiple crates.

9. Historical Records and Reference Materials

The Records Management and Archives Branch (RMAB) manages the historical materials that comprise the AOC archival collection and creates records schedules based on archival appraisal and records surveys. The RMAB maintains the architectural and engineering drawings, textual records and electronic records in accordance with archival principles to facilitate ongoing preservation, access, reference and research. Traditional architectural and engineering drawings and manuscripts require special archival storage and handling because of their physical attributes. The RMAB maintains stable temperature and humidity conditions, controls access and provides security for the records. Microfilmed backups of many drawings are stored off-site for protection. Digital scans of drawings are also important backups for the original drawings.

9.1. Accessioned Materials

Accessioned materials represent the permanent records that have been accepted into the archival collection. Once accessioned, these materials receive archival holdings maintenance and description. Holdings maintenance enables ongoing preservation and includes rehousing in acid-free folders and storage boxes and digitizing into archival electronic formats. Archival descriptions facilitate reference and research and include updating finding aids, enhancing cross-references and cataloging in the archival databases.

9.1.1. Architectural and Engineering Drawings

Beginning with plans for the construction of the U.S. Capitol Building, and with primary holdings from the 1850s on, the architectural and engineering drawings in the archival collection document a wide range of subjects in various formats (e.g., pencil renderings, finely detailed ink and watercolor working drawings, polished presentation pieces, blueprints and modern computer-aided design drawings). These drawings are vital for current construction and maintenance projects, as well as for historic research. The files on previous projects aid the planning and development of new projects.

The AOC archives contain more than 194,000 architectural and engineering drawings, with new materials added each year. Approximately 60 percent of these drawings have been indexed in an online database to facilitate search and retrieval. The archival staff preserves and maintains the drawings, with specialized work on fragile and historic drawings performed by contracted conservation experts.

9.1.2. Specifications and Other Textual Records

The AOC archives maintain administrative and project records that document the agency's history, as well as the construction history of the buildings on the Capitol campus. These holdings date from the U.S. Capitol extension project in the 1850s and continue through the present. Of special value are letters from artists and architects.

9.1.3. Electronic Archival Records

Electronic records are generated throughout the agency. The records retention schedules apply to both paper and electronic records. The RMAB continues to promote the transfer of permanent electronic records to the archival collection where they may be preserved as heritage assets.

9.2. Preaccessioned Materials

Preaccessioned materials account for all incoming materials that are transferred to the RMAB and are categorized as Architectural and Engineering Drawings, Specifications and Other Textual Records or Electronic Archival Records. This is an important initial quality control step where the materials are screened before the RMAB formally registers the transfer as part of the archival collection. The screening process identifies temporary, duplicative or otherwise nonrecorded materials that are not appropriate for accessioning into the archival collection. The process also identifies issues that may require resolution before the transfer, such as incomplete transfer documentation, unarranged or partial materials and archival preservation issues.

9.3. Small Architectural Models

The AOC preserves a small number of display models as part of the architectural record for study and exhibition purposes.

9.4. Still Image Assets

The Photography and Technical Imaging Branch (PTIB) produces still image assets relating to architectural design, construction, renovation, maintenance and restoration of the historic buildings and grounds under the AOC's care. The PTIB also documents major ceremonial events, works of art and conservation projects and produces graphic slides, displays and videos for agency and congressional use. PTIB still image assets also support the safety, security, training and communications offices. The still image assets accounted for in this annual report are permanent historical records for the organization.

The AOC has an archive of more than 370,000 photographic still and motion images dating back to the 1850s. The collection includes approximately 4,000 glass plates, in addition to hundreds of thousands of images in negative, print and digital format. Each unique image has a control number (one image may exist in multiple formats). The AOC stores most of the glass and film negatives off-site for long-term preservation. Digital files are systematically backed up and copied.

9.5. Video Assets

The PTIB produces video image assets relating to architectural design, construction, renovation, maintenance and restoration

of the historic buildings and grounds under the AOC's care. The PTIB also documents major ceremonial events, works of art and conservation projects and produces graphic slides, displays and still images for internal and congressional use. PTIB video image assets also support the safety, security, training and communications offices. The moving image assets accounted for in this annual report are permanent historical records for the agency. They are final edited productions combining video, audio, graphic and multimedia elements.

9.6., 9.7., 9.8. Reference Files, Library Materials and Conservation Reports

One of the largest curatorial functions that the AOC performs is maintaining the inventory and files for art and historical objects. The AOC Curator maintains a file on each work of art, artist and room in the U.S. Capitol Building, as well as files on the buildings and architectural subjects. The Curator also keeps records on major ceremonies, such as joint sessions of Congress and inaugurations. The AOC uses these files to answer questions from staff and contractors, the public, and Members of Congress and their staffs, and to provide information for fact sheets and publications. The U.S. Capitol Historical Society Fellowship Program, managed by the Curator, continually adds to the knowledge of the art and architecture of the U.S. Capitol Building.

RECORDS AND REFERENCE	AS OF 9/30/21		AS OF 9/30/22		CHANGE		GENERAL CONDITION	
	TRADITIONAL	ELECTRONIC	TRADITIONAL	ELECTRONIC	TRADITIONAL	ELECTRONIC	TRADITIONAL	ELECTRONIC
9.1 Accessioned Materials								
9.1.1 Architectural and Engineering Drawings	Approx. 194,063	—	Approx. 194,172	—	109	—	Fair to Excellent	N/A
9.1.2 Specifications and Other Textual Records (linear feet)	Approx. 9,194.25	—	Approx. 9,207.25	—	13	—	Fair to Excellent	N/A
9.1.3 Electronic Archival Records (megabytes [MB])	-	17,577.70MB	—	17,852.1MB	—	274.4MB	N/A	N/A
9.2 Preaccessioned Materials								
9.2.1 Architectural and Engineering Drawings	Rolls, small: 1; Rolls, medium: 1	—	Rolls, small: 216; Rolls, medium: 209; Rolls, large: 202	—	N/A	—	N/A	N/A
9.2.2 Specifications and Other Textual Records	Boxes, small: -; Boxes, medium: 15	—	Boxes, small: 2; Boxes, medium: 22; Boxes, large: 1	—	N/A	—	N/A	N/A
9.2.3 Electronic Records (MB)	—	452.00MB	—	1,076.53MB	—	N/A	N/A	N/A
9.3 Small Architectural Models	18	—	18	—	—	—	Fair	N/A
9.4 Still Image Assets	362,350	—	376,523	—	14,173	—	Good to Excellent	N/A
9.5 Video Assets	—	—	36	—	36	—	Excellent	—
9.6 Reference Files (drawers)	108	—	108	—	—	—	Good	N/A
9.7 Library Materials (volumes)	1,240	—	1,240	—	—	—	Good	N/A
9.8 Conservation Reports (notebooks)	471	—	479	—	8	—	Good	N/A

Summary of Heritage Assets

This consolidating schedule reports the heritage assets by jurisdiction and AOC-wide.

CATEGORY	AS OF SEPTEMBER 30, 2022									AS OF SEPTEMBER 30, 2021								
	AOC JURISDICTION									AOC JURISDICTION								
	Capital Construction and Operations	Capitol Building	Capitol Grounds and Arboretum	House Office Buildings	Library Buildings and Grounds	Senate Office Buildings	Supreme Court Building and Grounds	U.S. Botanic Garden	Total	Capital Construction and Operations	Capitol Building	Capitol Grounds and Arboretum	House Office Buildings	Library Buildings and Grounds	Senate Office Buildings	Supreme Court Building and Grounds	U.S. Botanic Garden	Total
Memorial Trees	—	—	151	—	—	—	—	—	151	—	—	152	—	—	—	—	—	152
Artwork																		
Fine Art																		
Interior Sculpture																		
National Statuary Hall Statues	—	99	—	—	—	—	—	—	99	—	98	—	—	—	—	—	—	98
Other Statues	—	10	—	—	—	—	—	—	10	—	10	—	—	—	—	—	—	10
Possibly Joint Statues	—	3	—	—	—	—	—	—	3	—	3	—	—	—	—	—	—	3
Busts	—	16	—	—	—	—	—	—	16	—	16	—	—	—	—	—	—	16
Possibly Joint Busts	—	21	—	—	—	—	—	—	21	—	21	—	—	—	—	—	—	21
Other (Maquettes, etc.)	—	—	—	86	—	—	—	—	86	—	86	—	—	—	—	—	—	86
Subtotal	—	149	—	86	—	—	—	—	235	—	234	—	—	—	—	—	—	234
Framed Oil Paintings																		
Portraits	—	19	—	—	—	—	—	—	19	—	19	—	—	—	—	—	—	19
Possibly Joint Portraits	—	26	—	—	—	—	—	—	26	—	26	—	—	—	—	—	—	26
Paintings Other Than Portraits	—	12	—	—	—	—	—	—	12	—	12	—	—	—	—	—	—	12
Possibly Joint Paintings	—	23	—	—	—	—	—	—	23	—	23	—	—	—	—	—	—	23
Subtotal	—	80	—	—	—	—	—	—	80	—	80	—	—	—	—	—	—	80
Works of Art on Paper																		
Watercolors	—	6	—	—	—	—	—	—	6	—	6	—	—	—	—	—	—	6
Prints and Drawings	—	72	—	—	—	—	—	—	72	—	72	—	—	—	—	—	—	72
Sketches for Murals	—	232	—	—	—	—	—	—	232	—	232	—	—	—	—	—	—	232
Subtotal	—	310	—	—	—	—	—	—	310	—	310	—	—	—	—	—	—	310
Subtotal: Fine Art	—	539	—	86	—	—	—	—	625	—	624	—	—	—	—	—	—	624
Decorative Art																		
Gilded Mirror Frames	—	91	—	—	—	—	—	—	91	—	91	—	—	—	—	—	—	91
Historic Furniture	—	39	—	—	—	—	—	—	39	—	39	—	—	—	—	—	—	39
Antique Clocks	—	10	—	—	—	—	—	—	10	—	10	—	—	—	—	—	—	10
Textiles	—	2	—	—	—	—	—	—	2	—	2	—	—	—	—	—	—	2
Subtotal	—	142	—	—	—	—	—	—	142	—	142	—	—	—	—	—	—	142
Architectural Fine Art																		
Pediments (Exterior)	—	3	—	1	—	1	2	—	7	—	3	—	1	—	1	2	—	7
Statues/Sculpture	—	6	—	8	27	1	2	—	44	—	6	—	8	27	1	2	—	44
Plaster Models of Sculpture	—	3	—	25	—	6	—	—	34	—	3	—	25	—	6	—	—	34
Sculptured Stair Railings	—	4	—	—	2	—	—	—	6	—	4	—	—	2	—	—	—	6
Architectural Models on Display	—	—	—	1	—	4	—	—	5	—	—	—	1	—	4	—	—	5
Reliefs	—	39	—	1	73	51	4	—	168	—	39	—	1	73	51	4	—	168
Light Posts With Reliefs (Exterior)	—	—	—	—	—	—	2	—	2	—	—	—	—	—	—	2	—	2
Bronze Doors (Sets)	—	4	—	—	17	—	1	—	22	—	4	—	—	17	—	1	—	22
Plaques	—	31	—	1	—	—	—	—	32	—	31	—	1	—	—	—	—	32
Monuments/Statues	—	—	—	2	—	—	—	—	2	—	—	—	2	—	—	—	—	2
Stained Glass/Mosaics	—	16	—	—	17	—	—	—	33	—	16	—	—	17	—	—	—	33
Rotunda Paintings	—	8	—	—	—	—	—	—	8	—	8	—	—	—	—	—	—	8
Rooms or Spaces With Fine Art Murals	—	84	—	1	32	1	—	—	118	—	84	—	1	32	1	—	—	118
Maquettes	—	—	—	1	—	1	—	—	2	—	—	—	1	—	1	—	—	2
Sculptural Clock	—	—	—	—	1	—	—	—	1	—	—	—	—	1	—	—	—	1
Exterior Sculpture	—	—	—	—	1	—	—	—	1	—	—	—	—	1	—	—	—	1
Subtotal	—	198	—	41	170	65	11	—	485	—	198	—	41	170	65	11	—	485

CATEGORY	AS OF SEPTEMBER 30, 2022									AS OF SEPTEMBER 30, 2021								
	AOC JURISDICTION									AOC JURISDICTION								
	Capital Construction and Operations	Capitol Building	Capitol Grounds and Arboretum	House Office Buildings	Library Buildings and Grounds	Senate Office Buildings	Supreme Court Building and Grounds	U.S. Botanic Garden	Total	Capital Construction and Operations	Capitol Building	Capitol Grounds and Arboretum	House Office Buildings	Library Buildings and Grounds	Senate Office Buildings	Supreme Court Building and Grounds	U.S. Botanic Garden	Total
Architectural Decorative Art																		
Mantels	—	167	—	—	—	—	—	—	167	—	167	—	—	—	—	—	—	167
Chandeliers	—	285	—	—	—	—	—	—	285	—	285	—	—	—	—	—	—	285
Pendant Lights	—	155	—	—	—	—	—	—	155	—	155	—	—	—	—	—	—	155
Sconces	—	100	—	—	—	—	—	—	100	—	100	—	—	—	—	—	—	100
Rooms/Spaces With Decorative Murals	—	48	—	—	—	—	—	—	48	—	48	—	—	—	—	—	—	48
Subtotal	—	755	—	—	—	—	—	—	755	—	755	—	—	—	—	—	—	755
TOTAL	—	1,634	—	127	170	65	11	—	2,007	—	1,719	—	41	170	65	11	—	2,006
Architectural Features																		
Outdoor Sculptures																		
Monuments/Statues	—	—	4	—	—	—	—	—	4	—	—	4	—	—	—	—	—	4
Fountains With Sculpture	—	—	1	—	3	—	—	1	5	—	—	1	—	3	—	—	1	5
Plaques	—	—	5	—	—	—	—	—	5	—	—	5	—	—	—	—	—	5
Subtotal	—	—	10	—	3	—	—	1	14	—	—	10	—	3	—	—	1	14
Landscape Features and Fixtures																		
Urns	—	—	20	—	—	—	—	—	20	—	—	20	—	—	—	—	—	20
Lighting Fixtures	—	—	166	—	—	—	—	—	166	—	—	166	—	—	—	—	—	166
Basins	—	—	2	—	—	—	—	—	2	—	—	2	—	—	—	—	—	2
Subtotal	—	—	188	—	—	—	—	—	188	—	—	188	—	—	—	—	—	188
TOTAL	—	—	198	—	3	—	—	1	202	—	—	198	—	3	—	—	1	202
Reference and Library Materials																		
Art and Reference Files (Drawers)	108	—	—	—	—	—	—	—	108	108	—	—	—	—	—	—	—	108
Art and Reference Library (Volumes)	1,240	—	—	—	—	—	—	—	1,240	1,240	—	—	—	—	—	—	—	1,240
TOTAL	1,348	—	—	—	—	—	—	—	1,348	1,348	—	—	—	—	—	—	—	1,348
Archival Records																		
Architectural and Engineering Drawings	194,172	—	—	—	—	—	—	—	194,172	194,063	—	—	—	—	—	—	—	194,063
Specifications and Other Textual Records (Linear Feet)	9,207.25	—	—	—	—	—	—	—	9,207.25	9,194.25	—	—	—	—	—	—	—	9,194.25
Small Architectural Models	18	—	—	—	—	—	—	—	18	18	—	—	—	—	—	—	—	18
Conservation Reports	479	—	—	—	—	—	—	—	479	471	—	—	—	—	—	—	—	471
Video Assets	36	—	—	—	—	—	—	—	36	0	—	—	—	—	—	—	—	0
Still Image Assets	376,523	—	—	—	—	—	—	—	376,523	362,350	—	—	—	—	—	—	—	362,350
TOTAL	580,435	—	—	—	—	—	—	—	580,435	566,096	—	—	—	—	—	—	—	566,096
Electronic Archival Records (MB)																		
Materials (Accessioned)	17,852.10	—	—	—	—	—	—	—	17,852.10	17,577.70	—	—	—	—	—	—	—	17,577.70
TOTAL	17,852.10	—	—	—	—	—	—	—	17,852.10	17,577.70	—	—	—	—	—	—	—	17,577.70
Living Botanical Assets (Accessions)																		
	—	—	—	—	—	—	—	9,310	9,310	—	—	—	—	—	—	—	—	9,612

Note: The table does not display preaccessioned materials. These materials have been transferred to the RMAB but have yet to be screened and registered as part of the AOC's archival collection.



SECTION 4

Other Information



The Thomas Jefferson Building is the oldest congressional building other than the U.S. Capitol Building. When it opened in 1897, its beauty inspired the nation. Many saw it as the fulfillment of American intellectual promise and the perfection of American art. It has been under the stewardship of the AOC since 1922.

Overview

The Other Information section presents required financial, operational, stewardship and performance information that supplements the prior sections of this report. This section provides a summary of financial statement audit and management assurances, including tables of audit results, material weaknesses in internal controls and financial system nonconformances. The information is a summary of the independent auditor's financial statement audit, management's evaluation of internal controls using the *Federal Managers' Financial Integrity Act of 1982* (FMFIA) and guidance from the Office of Management and Budget (OMB) Circular A-123. Additional information comes from management's evaluation of financial systems' conformance with requirements, referencing FMFIA and the *Federal Financial Management Improvement Act of 1996* (FFMIA). The section also includes the AOC Office of Inspector General (OIG) summary of management opportunities and performance challenges. Additional subsections address payment integrity and real property capital planning. This section concludes with three mandatory congressional reports on the AOC's energy savings and sustainability program, small business program and human capital management program.

Summary of Financial Statement Audit and Management Assurances

The AOC tracks audit material weaknesses, as well as other requirements of the FMFIA. **Tables 18** and **19** present management's summary of these matters, as required by OMB Circular A-136, Financial Reporting Requirements.

TABLE 18: Summary of Financial Statement Audit

AUDIT OPINION TYPE	Unmodified				
RESTATEMENT (YES/NO)	No				
MATERIAL WEAKNESSES	BEGINNING BALANCE	NEW	RESOLVED	CONSOLIDATED/ REASSESSED	ENDING BALANCE
Control Gap Identified for Environmental Liabilities (formerly Control Gap Identified for Retrospective Reviews of Estimates)	1	0	0	0	1
	0	0	0	0	0
Total Material Weaknesses	1	0	0	0	1

TABLE 19: Summary of Management Assurances

EFFECTIVENESS OF INTERNAL CONTROL OVER FINANCIAL REPORTING (FMFIA, PARA. 2)					
STATEMENT OF ASSURANCE	Unmodified				
MATERIAL WEAKNESSES	BEGINNING BALANCE	NEW	RESOLVED	CONSOLIDATED/ REASSESSED	ENDING BALANCE
Control Gap Identified for Environmental Liabilities (formerly Control Gap Identified for Retrospective Reviews of Estimates)	1	0	0	0	1
	0	0	0	0	0
Total Material Weaknesses	1	0	0	0	1

EFFECTIVENESS OF INTERNAL CONTROL OVER OPERATIONS (FMFIA, PARA. 2)					
STATEMENT OF ASSURANCE	Unmodified				
MATERIAL WEAKNESSES	BEGINNING BALANCE	NEW	RESOLVED	CONSOLIDATED/ REASSESSED	ENDING BALANCE
	0	0	0	0	0
Total Material Weaknesses	0	0	0	0	0

COMPLIANCE WITH FEDERAL FINANCIAL MANAGEMENT SYSTEM REQUIREMENTS (FMFIA, PARA. 4)					
STATEMENT OF ASSURANCE	Federal systems comply to financial system management requirements				
NONCONFORMANCES	BEGINNING BALANCE	NEW	RESOLVED	CONSOLIDATED/ REASSESSED	ENDING BALANCE
	0	0	0	0	0
Total Nonconformances	0	0	0	0	0

COMPLIANCE WITH FEDERAL FINANCIAL MANAGEMENT IMPROVEMENT ACT (FFMIA)		
	AGENCY	AUDITOR
1. System Requirements	No lack of compliance noted	No opinion provided
2. Accounting Standards	No lack of compliance noted	No opinion provided
3. USSGL at Transaction Level	No lack of compliance noted	No opinion provided

The Inspector General’s Statement of Management Opportunities and Performance Challenges

OFFICE OF INSPECTOR GENERAL MISSION

The Office of Inspector General (OIG) promotes efficiency, effectiveness and economy to deter and prevent fraud, waste, abuse and mismanagement in Architect of the Capitol (AOC) programs and operations. We do this through value-added, transparent, impactful, and independent audits, inspections and evaluations, and investigations. We strive to positively affect the AOC and benefit the taxpayer while keeping the AOC and Congress fully informed.

INTRODUCTION

The OIG submits this Statement of Management Opportunities and Performance Challenges (Statement) in support of the AOC’s Performance and Accountability Report (PAR) for fiscal year (FY) 2022 under best practice guidance identified in the [Reports Consolidation Act of 2000](#) and [Office of Management and Budget Circular A-136](#). This statement includes the most significant management opportunities and performance challenges facing the AOC as determined by the OIG and based on OIG trend analyses and observations, as well as information uncovered during the performance of our oversight responsibilities.

DEVELOPMENTS IMPACTING THE AOC IN FY 2022

Many AOC programs and operations conducted in FY 2022 endured during the COVID-19 pandemic, which required them to sustain challenges and constraints, such as functioning with reduced staff. Likewise, peer organizations operating on the Capitol campus, such as the U.S. Capitol Police, continued with reduced staff, thereby highlighting safety and security concerns in conducting programs and operations. Additionally, the events at the Capitol on January 6, 2021, continues to bring safety and security issues to the forefront.

The OIG recognizes the AOC’s accomplishments in performing its core mission amid these challenges and highlights the management opportunities and performance challenges noted herein to support effectiveness and efficiency and to detect and deter fraud, waste and abuse within AOC programs and operations.



The Inspector General's Statement of Management Opportunities and Performance Challenges (*continued*)

MANAGEMENT OPPORTUNITIES & PERFORMANCE CHALLENGES

The challenges in the following list, in no order, illustrate the most significant areas the OIG believes need improvement for the AOC to effectively manage its resources and minimize the potential for fraud, waste and abuse occurring within the AOC's programs and operations. Addressing the issues related to these challenge areas will enable the AOC to increase operational efficiencies and improve mission effectiveness. These challenges are marked as new, renewed or closed for the fiscal year.

- | | |
|--|---|
| 1. Human Capital Management: Employee Wellness and Culture of Employee Misconduct & Noncompliance. | 4. Whistleblower Protections. |
| 2. Accessibility, Auditability & Records Retention. | 5. Balancing Safety, Security & Preservation. |
| 3. Cyber Security. | 6. Working Capital Fund. |
| | 7. Waste & Accountability. |

1. HUMAN CAPITAL MANAGEMENT: EMPLOYEE WELLNESS AND CULTURE OF EMPLOYEE MISCONDUCT & NONCOMPLIANCE



Renewed for FY 2022

Years Included: 2011-2014, 2019-2022

Key OIG Resources

- [Architect of the Capitol \(AOC\) employee misused their position and violated both AOC and a private contractor's policies \(2022-0014-INVI-P\)](#)
- [Architect of the Capitol \(AOC\) Senior Manager Accused of Negotiating with Vendors and Obligating Funds in Violation of the Anti-deficiency Act and AOC Policy \(2020-0013-INVI-P\)](#)
- [Architect of the Capitol \(AOC\) employee misuses AOC identification \(ID\) to gain access to unauthorized areas of the U.S. Capitol building while utilizing Sick Leave \(2022-0012-INVI-P\)](#)
- [AOC employee attended personal medical appointments on government time with a government vehicle \(2022-0011-INVI-P\)](#)
- [Accusations of Reprisal and Abuse of Authority against two Architect of the Capitol \(AOC\) Senior Leaders \(2022-0008-INVI-P\)](#)
- [Architect of the Capitol \(AOC\) Employees Violated the AOC Standards of Conduct and Ethics Policies by Wagering on the Outcome of the 2020 Presidential Election and Engaging in Political Conversation While on Duty \(2022-0005-INVI-P\)](#)
- [Alleged favoritism towards AOC Construction Contractors \(2022-0004-INVI-P\)](#)
- [Architect of the Capitol \(AOC\) Supervisor threatened a subordinate employee and misused AOC issued Information Technology Division \(ITD\) resources to portray nudity \(2022-0003-INVI-P\)](#)

The Inspector General’s Statement of Management Opportunities and Performance Challenges (*continued*)

- [Architect of the Capitol \(AOC\) Supervisor Conducted Outside Employment Without Prior Approval for Several Years \(2022-0002-INVI-P\)](#)
- [Architect of the Capitol \(AOC\) Employee Displayed their Personal Firearm to another Employee on U.S. Capitol Grounds in 2016 \(2022-0001-INVI-P\)](#)
- [Architect of the Capitol \(AOC\) Employee Forged Medical Documentation \(2021-0017-INVI-P\)](#)
- [Two Architect of the Capitol \(AOC\) Employees found to Violate Time and Attendance Policy and Procedures by Swapping Identification Cards \(2021-0016-INVI-P\)](#)
- [Architect of the Capitol \(AOC\) Employee Heckled U.S. Capitol Police \(USCP\) Officers while entering Controlled Access Points \(2021-0014-INVI-P\)](#)
- [Supervisors Failed to Provide Adequate Oversight While Employees Took One-Hour Lunches for Years \(2021-0007-INVI-P\)](#)
- [Flash Report Series – Architect of the Capitol’s \(AOC\) Emergency Preparedness Ahead of the January 6, 2021, U.S. Capitol Event \(2021-0002-IE-P\)](#)
- [Architect of the Capitol \(AOC\) Office of Inspector General \(OIG\) Management Advisory Report – 2022-0002-INVM-P – U.S. Capitol Visitor Center \(CVC\) Safety Concerns](#)

Why This Is a Challenge

Human capital management is a broad category of personnel-related activities that encompasses hiring and retention, benefits, payroll, training, wellness, and employee and labor relations. From this broad category, this FY, we noted an increase in employee-on-employee violence and continued to note, as discussed in previous Statements, inconsistent application across jurisdictions in awarding employee discipline and holding employees accountable for their actions resulting in a culture of misconduct and noncompliance.

One of the AOC’s core workplace values under the organizational restructuring and transformation is Safety (RISE: Respect, Integrity, Safety, Empower). Under the Safety value, AOC personnel are governed by the foundation of “safety always” so that all can feel safe, make safe and be safe.

A general definition of occupational health and safety is to promote and maintain the

highest degree of all workers’ physical, mental and social well-being. It is the AOC’s duty to ensure, so far as is reasonably practicable, the health, safety and welfare of all employees at work.

The AOC has both employee wellness and safety programs. The AOC maintains employee wellness guidance and support via the Human Capital Strategic Plan Fiscal Year 2022-2026, Employee Assistance Program and other Avenues of Assistance. The safety program provides guidance and support via the AOC Safety Manual, which establishes the AOC’s safety policies and technical guidance, best management practices and standard operating procedures, Safety and Industrial Hygiene Program Audit Checklists, safety training and a process on how to report safety issues or concerns.

However, noting a year-over-year increase in reported employee-on-employee violence,

The Inspector General’s Statement of Management Opportunities and Performance Challenges (*continued*)

The OIG has determined that additional governance is needed to protect employees from workplace violence and promote employee wellness. Therefore, in addition to the need for sustained emergency preparedness as highlighted in challenge five (Balancing Safety, Security & Preservation), the AOC should consider strengthening current policies and practices related to employee wellness and safety.

In line with the AOC’s core values, all employees should feel safe, make safe and be safe — all principles that support both psychological and physical health and safety.

Likewise, consistency and compliance in the workplace are necessary to protect the safety of its workforce and to achieve AOC’s strategic and operational goals. In order to operate effectively and efficiently, the AOC must strive to treat its employees equitably and fairly across all disciplines.

To this end, the OIG continues to notice inconsistent application of and noncompliance to AOC policies and orders

across many jurisdictions. Specifically, we continue to note inconsistent application of AOC orders for awarding discipline for like offenses.

The continued trend of AOC employee misconduct and noncompliance could be an indication that employees are confused or unaware of their role, responsibility and obligation to adhere to AOC policies and orders. AOC orders should be communicated, accessible and applied consistently across all jurisdictions to avoid potential fraud, waste and mismanagement, mitigate risks, and increase effectiveness and efficiency.

We understand that keeping employees compliant with policies and regulations is a challenge, especially when there are updates or new regulations. However, the AOC must remain proactive to ensure that the AOC workforce receives effective and continuous training and communication. Setting clear expectations via strong policy and highlighting potential consequences will help mitigate legal and safety risks for the AOC.

2. ACCESSIBILITY, AUDITABILITY & RECORDS RETENTION

Renewed for FY 2022

Years Included: 2017-2022



Key OIG Resources

- [Flash Report Series – U.S. Capitol Building Window Installation, Preservation and Repair: Before and After January 6, 2021 \(2022-0003-IE-P\)](#)
- [Audit of Fiscal Year 2021 Financial Statements \(OIG-AUD-2022-04\)](#)
- [Architect of the Capitol Repeatedly Reimbursed Small Dollar Amounts of Unallowable Costs to the Contractor on the Cannon House Office Building Renewal Project \(OIG-AUD-2022-01\)](#)

The Inspector General’s Statement of Management Opportunities and Performance Challenges (*continued*)

- [Evaluation of the Architect of the Capitol’s Fleet Management Program \(2021-0001-IE-P\)](#)

Why This Is a Challenge

We continue to recognize the AOC’s challenge with executing standardized procedures for recording all transactions, communications and significant events in a manner that allows documentation to be readily available for examination. Our request for documentation has continued to take the AOC and its contractors a sizeable amount of time to gather and provide. Often, the OIG has also found that the requested documentation is either delayed, incomplete or not provided.

The AOC’s procedures on documentation do not promote a fully standardized process; therefore, the documentation maintained varies among staff and jurisdiction or office. Documentation should be appropriately detailed and organized, and contain sufficient information to support transactions, events and management decisions. Effective documentation will provide a means to:

- Retain historical information of the transaction or event
- Mitigate the risk of having the information limited to a few staff
- Communicate and make information available in a timely manner to external parties, such as external auditors

All transactions and events should be promptly recorded and documented to maintain relevance and value to AOC management and third-party stakeholders. The documentation should apply to the entire process or life cycle of a transaction or event from its initiation and authorization through its final status in summary records. Properly managed and maintained documentation with identified points of responsibility and contact would better support management decisions and allow for improved management reviews and auditability.

3. CYBER SECURITY

Renewed for FY 2022

Years Included: 2017-2022



Key OIG Resources

- [Evaluation of the ITDs Inventory Accountability and Controls \(2022-0002-IE-P\)](#)
- [Architect of the Capitol \(AOC\) Employee Continued to Violate Standards of Conduct, Information Technology Division \(ITD\) Property and Rules of Behavior and Lied about Losing Four iPhones After Returning from 15-day Suspension \(2021-0004-INVI-P 1st Supplemental\)](#)

The Inspector General’s Statement of Management Opportunities and Performance Challenges (*continued*)

Why This Is a Challenge

The AOC is responsible for the operations, maintenance, development and preservation of the Capitol campus. Additionally, it is responsible for effectively managing the information technology (IT) used in AOC programs and operations and IT is increasingly integral to most facets of AOC programs and operations. The result is that IT devices and components are generally interdependent with disruption in one node impacting others.

Continued public and private data breaches and attacks underscore the importance of securing sensitive data and clearly demonstrate that the AOC is also vulnerable. Sophisticated attacks can result in significant releases of information and potential damage to the AOC’s IT

infrastructure, as well as the security of the Capitol campus.

Further, the OIG continues to note policy gaps that allow the use of personal applications on government-issued devices, thus potentially providing opportunity to breach networks. To this end, the AOC should strengthen its de minimis use policies and consider updates to affected orders.

In an era of ever-increasing cyber threats, the major challenges the AOC faces are effectively applying security policies and practices and implementing cyber security. The AOC must continue to emphasize protecting its own data and IT systems while marshaling the necessary resources and tools to protect privacy and defend systems from intrusion, attacks and unauthorized access.

4. WHISTLEBLOWER PROTECTIONS

Renewed for FY 2022

Years Included: 2017-2022



Key OIG Resources

- [Office of Congressional Workplace Rights Recommendations for Improvements to the Congressional Accountability Act – 117th Congress](#)
- [Architect of the Capitol \(AOC\) Supervisor Accusations of Abuse of Power, Mismanagement and Reprisal \(2022-0009-INVI-P\)](#)
- [Accusations of Reprisal and Abuse of Authority against two Architect of the Capitol \(AOC\) Senior Leaders \(2022-0008-INVI-P\)](#)
- [Architect of the Capitol \(AOC\) Senior Manager Accused of Negotiating with Vendors and Obligating Funds in Violation of the Anti-deficiency Act and AOC Policy \(2020-0013-INVI-P\)](#)

Why This Is a Challenge

The OIG’s independent hotline continues to be our greatest source of tips and complaints

regarding fraud, waste and abuse within AOC programs and operations. We continue

The Inspector General’s Statement of Management Opportunities and Performance Challenges (*continued*)

to treat all allegations with the utmost concern and consideration. We also continue to treat all complainants with the utmost respect and give their claims full consideration. We emphasize that they need not fear that the OIG will release their identity without their permission.

Further, we continue to receive complaints from persons who wish to remain confidential due to their fear of reprisal for reporting concerns to the OIG. While it is encouraging to see a willingness to report fraud, waste and abuse, AOC leadership has the responsibility to ensure employee confidence in reporting programs.

Likewise, AOC leadership has a responsibility to provide a safe work environment free from reprisals against those who do report. To do this, the AOC

should reward integrity and emphasize to management that employees who “see something and say something” are not subject to reprisal.

Employees should not be in fear of retribution or retaliation after reporting a crime or violation to the OIG or their own management. A single instance of reprisal could cause a chilling effect on the reporting of information.

We recognize that legislation is required to fully address this issue for the Legislative Branch as a whole and that AOC does maintain a policy guarding against retaliation. However, the AOC may consider strengthening its own policies for whistleblower protections as other agencies have done and/or working with Congress to include statutory whistleblower protections.

5. BALANCING SAFETY, SECURITY & PRESERVATION

Renewed for FY 2022

Years Included: 2019-2022



Key OIG Resources

- [Flash Report Series – U.S. Capitol Building Window Installation, Preservation and Repair: Before and After January 6, 2021 \(2022-0003-IE-P\)](#)
- [Evaluation of the Architect of the Capitol’s Security Badging Program \(2022-0001-IE-P\)](#)
- [Architect of the Capitol \(AOC\) Employee Displayed their Personal Firearm to another Employee on U.S. Capitol Grounds in 2016 \(2022-0001-INVI-P\)](#)
- [Architect of the Capitol \(AOC\) Supervisor Suspected of Wasteful Spending for a Third Time \(2021-0019-INVI-P\)](#)
- [Architect of the Capitol \(AOC\) Employee Heckled U.S. Capitol Police \(USCP\) Officers while entering Controlled Access Points \(2021-0014-INVI-P\)](#)
- [Architect of the Capitol \(AOC\) Office of Inspector General \(OIG\) Management Advisory Report – 2022-0002-INVM-P – U.S. Capitol Visitor Center \(CVC\) Safety Concerns](#)

The Inspector General’s Statement of Management Opportunities and Performance Challenges (*continued*)

Why This Is a Challenge

The AOC’s mission of “Serve, Preserve, Inspire” recognizes the desire that all construction and renewal projects maintain the historical heritage of the Capitol campus. This effort is done, in part, through the use of historically accurate, custom-designed and manufactured pieces, such as plasterwork and moldings, security bollards and barricades, security systems and devices, and ironwork, which can add substantial costs and time to these projects. For example, some security projects or project components could include modified commercial-off-the-shelf solutions versus specific, engineered or tailored elements. Projects of this nature should give due consideration of alternatives to include materials and designs used while accounting for planning and cost schedules that maintain the balance between safety and security risks in addition to vulnerabilities with preservation and heritage.

Emergency preparedness is also a key component of balancing safety and security with preservation and heritage, and the OIG continues to note issues with consistency and implementation across the campus. The events at the U.S. Capitol on January 6, 2021, and other persistent threats against the Capitol campus highlight the need for sustained emergency preparedness and smart processes for accessing its many buildings and structures. It is critical to ensure that AOC employees, contractors and visitors know their roles and responsibilities both daily and during an emergency.

Additionally, the AOC should consider additional coordination efforts with other Capitol campus stakeholders to develop a comprehensive antiterrorism/force protection program and centralized badging management process for access to the Capitol campus.

6. WORKING CAPITAL FUND

Renewed for FY 2022

Years Included: 2019-2022



Key OIG Resources

- [Evaluation of the Architect of the Capitol’s Fleet Management Program \(2021-0001-IE-P\)](#)
- [Government Accountability Office Architect of the Capitol—Proposal for Establishment of a Working Capital Fund \(B-328065\)](#)

Why This Is a Challenge

The management of large construction projects and other programs that cross multiple funding streams pose both

challenges and risks to the AOC that are not typical to other agencies. Though adequate planning and design can mitigate some of

The Inspector General’s Statement of Management Opportunities and Performance Challenges (*continued*)

these challenges, unforeseen circumstances can increase vulnerabilities and costs, and create inefficiencies. To offset these, the AOC establishes policies and standard operating procedures per jurisdiction, though some reach across the agency.

There are many integral AOC jurisdictional redundancies due to the lack of a working

capital fund to include vehicle fleet management and other decentralized decision making. This issue creates inefficiencies, waste and duplications of effort that could be mitigated through centralized efforts.

7. WASTE & ACCOUNTABILITY

Renewed for FY 2022

Years Included: 2018-2022



Key OIG Resources:

- [Evaluation of the Information Technology Division’s Inventory Accountability and Controls](#) (2022-0002-IE-P)
- [Audit of the Architect of the Capitol’s Unliquidated Obligations](#) (OIG-AUD-2021-06)
- [Architect of the Capitol \(AOC\) Supervisor Suspected of Wasteful Spending for a Third Time](#) (2021-0019-INVI-P)
- [Supervisors Failed to Provide Adequate Oversight While Employees Took One-Hour Lunches for Years](#) (2021-0007-INVI-P)

Why This Is a Challenge

Waste is the extravagant careless, or needless expenditure of AOC funds, or the consumption of AOC property that results from deficient practices, systems, controls or decisions. Intent is not necessarily a factor to defining waste. To date, the OIG has identified nearly \$2 million in dollar-related findings such as questioned costs or funds put to better use from wasteful practices.

We have noted ambiguous language and directives within current AOC policies and orders or lacking directives altogether, such as no policy or definition within existing policies for waste.

The ambiguities reflect a vague definition of waste, a lack of well-defined or required roles and responsibilities, and inconsistent record keeping practices – in line with other challenges. AOC policies and orders also lack comprehensive accountability standards pertaining to the wasteful use of government resources such as inclusion of waste in the discipline matrix.

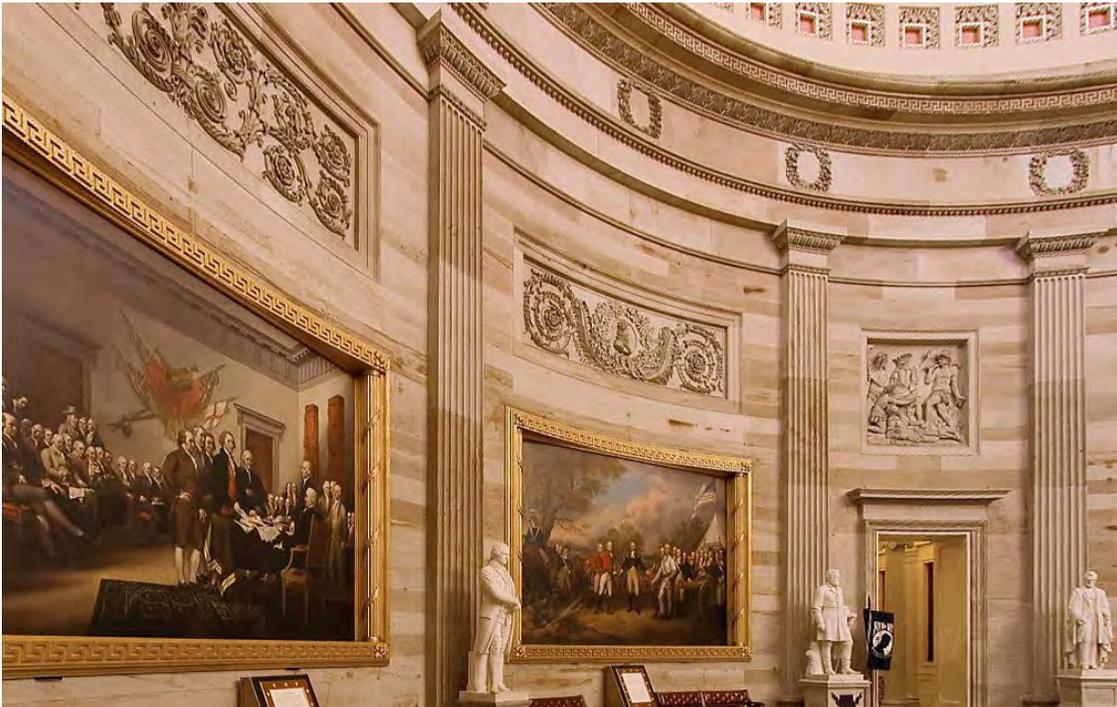
In multiple instances, the OIG has identified substantiated cases of wasteful actions and behaviors that occur without the appropriate consequence per AOC policy.

The Inspector General's Statement of Management Opportunities and Performance Challenges (*continued*)

Related, the OIG has regularly observed inconsistencies in holding staff accountable for their actions that have the potential to create an agency culture where recurrent instances of wasting government and taxpayer resources could become commonplace. Some recent examples the OIG has encountered of actions that have gone without consequence include duplication of effort for records management and storage and insufficient inventory and tracking of IT devices assigned to AOC personnel. We noted in previous Statements the AOC has loose inventory controls for assigned property, which is a contributing factor to waste.

These examples give the appearance of allowing wasteful practices and positions the AOC for increased risk and financial loss if not properly addressed through policy, internal controls and setting the tone at the top. AOC senior leaders should acknowledge and address waste and hold staff accountable for wasteful practices.

Finally, waste and inconsistent accountability results in issues with employee retention, and increases the opportunity for fraud, waste and abuse by creating a perception and culture of allowability.



The Inspector General’s Statement of Management Opportunities and Performance Challenges (*continued*)

CONCLUSION

All federal agencies have areas in which improvements are needed. This Statement is written from the OIG’s perspective and should be understood in that context. The AOC has much to be proud of as it has worked to reduce or eliminate elements of the previous years’ challenges. The progress made on these opportunities is very encouraging, and the management challenges noted in this Statement will serve to improve the AOC’s efforts to prevent and detect fraud, waste and abuse, as well as improve the effectiveness and efficiency of its programs and operations. As the OIG finds additional, specific challenges, we will inform management with findings and recommendations via audits, inspections and evaluations, investigations, and management advisories. The intent of these findings and recommendations is to improve the AOC’s operations to meet its overall mission to “Serve, Preserve, Inspire” and to support the AOC by decreasing the potential for fraud, waste, abuse and mismanagement.



Payment Integrity

Improper Payments

The *Payment Integrity Information Act of 2019* (PIIA) requires federal agencies to reduce improper and erroneous payments. OMB Circular A-123, Appendix C, Requirements for Payment Integrity Improvement, also provides improper payment reporting guidance. Detailed information on improper payments for the U.S. government is available online at: www.paymentaccuracy.gov. The AOC does not have any programs that were designated by the OMB as high priority and, therefore, the AOC's data is not included on this website. As a legislative branch agency, the AOC is not subject to PIIA nor to the related OMB guidance and does not have a formal improper payments program. Therefore, the AOC also does not provide payment accuracy data to the OMB for display on its website. Nonetheless, as part of the internal control and risk assessment program, the AOC monitors payment accuracy and refers to PIIA and OMB Circular A-123, Appendix C for guidance.

By agency policy, the AOC conducts quarterly financial reviews (QFR) of its jurisdiction-level program obligations and spending. These reviews have improved the reliability of the AOC's financial statements and budget execution reports. The Chief Financial Officer manages the reviews and uses them to identify inaccurate payments and determine the effectiveness of controls over obligation and payment processes. This fiscal year, the AOC continued its implementation of a new QFR process to address the untimely de-obligation of unliquidated obligations. An AOC-developed application automates the validation of open obligations throughout the organization.

The AOC does not administer programs for grants, benefits or loans. The AOC's most significant expenses are payroll and employee benefits, which are administered by the U.S. Department of Agriculture's shared-service provider, the National Finance Center. The AOC's most substantial nonpayroll expenses are its payments to vendors for construction efforts, professional services and goods procured during normal operations. More information on the AOC's monitoring efforts is included in **Section 1: Management's Discussion and Analysis** under Management Assurances and Other Financial Compliances.

Do Not Pay Initiative

The Treasury's Do Not Pay Initiative provides resources for agencies to review payment eligibility for purposes of identifying and preventing improper payments to vendors. The AOC uses the Treasury's IPP, a secure online platform, to centralize its invoice payment process. The IPP partners with the Treasury's Do Not Pay business center to help prevent and reduce improper payments in a cost-effective manner. As such, through its IPP deployment, the AOC improves its payment accuracy.

Grants Oversight and New Efficiency Act

The *Grants Oversight and New Efficiency Act* requires all federal agencies to report a listing of federal grants awarded and the closeout status of each awarded grant. The AOC does not administer any federal grant programs.



The U.S. Capitol Building is among the most architecturally impressive and symbolically important buildings in the world. In addition to its active use by Congress, the U.S. Capitol is a museum of American art and history. Each year, it is visited by an estimated 3 to 5 million people from around the world.

Real Property Capital Planning

The OMB provides guidance on federal real property reporting. While current OMB guidance excludes the reporting requirement for agencies that provide an annual document describing their real property portfolio to the Federal Real Property Council, the AOC (a legislative branch agency) does not submit its real property information to the council. As a result, the AOC continues to deliver its real property portfolio information as part of this report.

The AOC’s mission includes the responsibility for a unique real estate portfolio. As a best practice and in the interest of transparency, the AOC presents its total managed square footage for the current fiscal year as compared to the FY 2015 baseline in **Table 20**. The total square footage reported includes all real property under the AOC’s care. In addition to office and inventory storage facilities, the real property portfolio includes a variety of property that is distinct to the AOC and its wide-ranging mission: congressional committee rooms, legislative chambers, a court chamber, exhibition space, a botanic conservatory, plant production facilities, a visitor center, gift

shops, restaurants, a power plant, utility tunnels, book storage modules and other sites. As shown, the total square footage increased over the FY 2015 baseline, primarily due to the 2017 transfer of responsibility for the O’Neill House Office Building from the GSA.

As the AOC’s real property needs are mission-driven, its footprint has increased to meet the needs of its congressional stakeholders and those who work within and visit the Capitol campus. The agency is committed to using its facilities as efficiently as possible. This includes workplace strategies such as supporting the maximum use of telework. To reduce the operations and maintenance costs associated with its real property portfolio, the AOC implemented several efficiency improvements. The improvements included enhancing building system controls and performance monitoring capabilities to reduce energy and water use, implementing cogeneration technology at the Capitol Power Plant and using energy savings performance contracts (ESPC) to fund energy savings improvements.

TABLE 20: Real Property Baseline Comparison

	FY 2015 BASELINE (ROUNDED)	FY 2022 (ROUNDED)	CHANGE FROM BASELINE (INCREASE/DECREASE)
Total Square Footage (in Millions)	More than 17.4	More than 18.4	Increase by 1.0



The AOC performed critical repair and maintenance throughout the utility tunnel network that distributes steam and chilled water from the Capitol Power Plant across the Capitol campus.

Energy and Sustainability Program Management Report

As stewards of the Capitol campus and its off-site facilities, the AOC is required to meet annual reductions in energy consumption under the *Energy Policy Act of 2005* and the *Energy Independence and Security Act of 2007*. This report was created to inform Congress and the public of the AOC's progress on meeting its efficiency goals as well as its future commitments to sustainability and water efficiency. It includes details on energy expenditures and savings estimates, energy management, conservation projects and future priorities.

This fiscal year was a challenging but rewarding year for the AOC's energy and sustainability efforts. The AOC is seven years into its ambitious performance requirements and trending close to its FY 2025 energy reduction goals. As shown in **Figure 29**, the AOC reduced energy consumption by 48.3 percent from its FY 2003 baseline. The AOC sustainability strategy focuses on energy, water, high-performance buildings and sustainable waste management, with successes such as:

- Achieving energy intensity reduction progress of 48.3 percent, despite significant increases in energy consumption due to enhanced air quality and ventilation rates
- Initiating retro-commissioning efforts in the Rayburn and Longworth House Office Buildings, the CVC, and the Russell and Dirksen Senate Office Buildings to enhance energy efficient operations
- Initiating planning efforts for an ESPC for AOC buildings that will install LED lighting upgrades and solar photovoltaic systems, providing up to 4 megawatts on-site solar renewable energy annually
- Continuing the Critical Campus Power Study to provide resilience to Capitol campus buildings in the event of utility system issues
- Performing energy audits at the Longworth, Russell and Dirksen Buildings and the CVC; the audits highlight focus

areas for potential improvements and investments for energy efficient operations

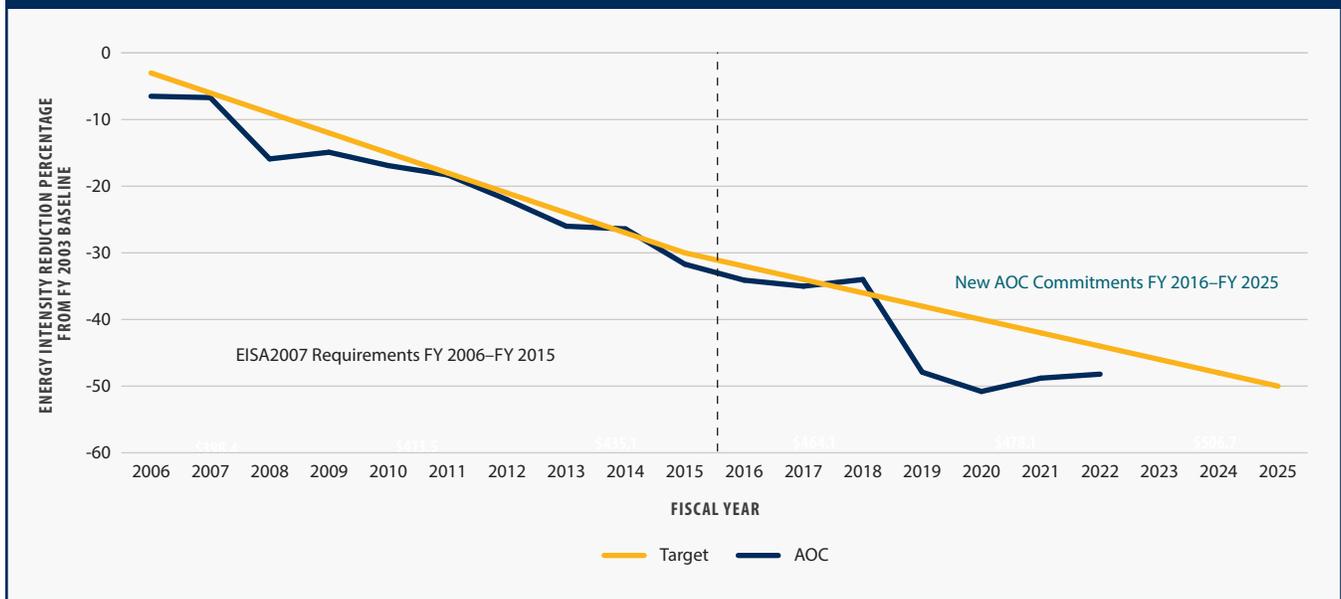
- Using a new digital control technician career ladder position across the Capitol campus to recruit technicians capable of using advanced automated building control systems
- Reducing greenhouse gas emissions by 52 percent from the FY 2006 baseline, exceeding the FY 2022 reduction goal of 35 percent

Energy Expenditures and Savings Estimates

The agency's implementation of multiple ESPCs, a utility energy service contract (UESC), and other infrastructure investments have saved the AOC more than \$200 million in cost avoidances and reduced the agency's long-term energy demand. From FY 2015 to FY 2022, the AOC voluntarily continued its partnership with stakeholders to manage one of the federal government's most effective energy and sustainability programs. This fiscal year, the most impactful energy savings efforts included performance improvements through retro-commissioning and the completion of the Library Buildings and Grounds' ESPC project. As detailed in **Table 21**, the AOC used approximately \$478 million in direct appropriations toward efficiency improvements at the Capitol Power Plant and performance improvements such as building automation and lighting upgrades. Further, the ESPCs implemented at the U.S. Capitol Building and the House and Senate office buildings during previous years continue to generate savings. In FY 2022, the ESPC for the Library of Congress buildings contributed to energy savings from the completion of lighting and mechanical work.

Energy Management and Conservation Projects

The AOC incorporates energy conservation and sustainable best practices into major design and construction projects executed

FIGURE 29: The AOC's Energy Intensity Reduction Commitments and Results

on the Capitol campus. The agency aims to protect and reinvest in the environment, while minimizing the agency's total life-cycle ownership costs of its facilities.

The AOC promotes energy, water and sustainability initiatives, with a focus on performance metrics, metering, commissioning, building automation, recycling and integrated design. The FY 2022 targets included:

- 44 percent energy reduction (from FY 2003 baseline): goal met
- 35 percent greenhouse gas emissions reduction (from FY 2006 baseline): goal met
- 30 percent water use reduction (from FY 2008 baseline): goal met
- 50 percent diversion of building occupant waste: goal not met
- 90 percent diversion of construction and demolition debris: goal not met

- 10 percent of waste compostable: goal met
- Enhanced energy and sustainability communications toward improved conservation, sustainable practices, health and wellness: goal met

Improving energy and sustainability performance provides:

- Financial benefits from reduced operating costs
- Customer service payoffs from increased client satisfaction and improved reputation
- Agency payoffs from reduced staff risks; innovative tools and data to increase facility performance

In FY 2022, the AOC:

- **Employed cost-effective strategies to meet sustainability targets:** The agency focused attention on building energy performance plans, energy audits, sustainability project scorecards and sharing best practices across jurisdictions to reduce operating costs and conserve resources.

TABLE 21: FY 2022 Investments in Energy and Water Management

SOURCES OF INVESTMENT	DIRECT APPROPRIATIONS	FY 2022 ANNUAL GOAL-SUBJECT ENERGY SAVINGS (MMBTU)	
Energy and Sustainability Program Expenditures	\$477,681	70,839	
ESPC/UESC EXPENDITURES	FY 2022 ANNUAL PAYMENTS	GUARANTEED ANNUAL COST SAVINGS	FINAL PAYMENT
House Office Buildings ESPC	\$4,729,294	\$4,760,254	FY27
Senate Office Buildings ESPC	\$4,609,248	\$4,716,195	FY27
U.S. Capitol Building ESPC	\$1,587,054	\$2,420,559	FY22
Capitol Power Plant Cogeneration UESC	\$3,218,533	\$3,218,533	FY37
Library Buildings and Grounds ESPC	\$3,953,555	\$4,172,221	FY39
FY 2022 Annual Payment Total	\$18,097,684	\$19,287,762	

Note: The table includes corrections for calculation errors, excess project energy, baselining new buildings and cogeneration site versus source credit. Annual consumption and cost figures do not reflect final FY 2022 expenditures. Energy savings are measured in million British Thermal Units (MMBTU), the measure of energy content in fuel.

- **Used public-private partnerships:** Several major energy and sustainability improvements have been funded through public-private partnerships, such as multiple ESPCs and a UESC (in total \$200 million has been invested in energy improvements financed by energy savings). In FY 2022, the AOC completed the Library Buildings and Grounds' ESPC project. This highly successful project is exceeding its guaranteed energy savings performance targets.
- **Continued retro-commissioning:** The AOC employed retro-commissioning to address malfunctioning equipment, automation and control logic deviations.
- **Established a Community of Practice:** An agencywide Community of Practice was established to promote sustainability education, facilitate information-sharing and engage employees across the agency in sustainable practices.

Future Priorities to Ensure Compliance

The AOC will continue to identify cost-effective opportunities to improve energy and water performance, reliability and environmental conditions in its buildings. In FY 2022, building ventilation systems continued to operate with extended schedules and enhanced filtration in response to the COVID-19 pandemic. This type of operation significantly added to energy consumption but is expected to be a temporary increase until such time that buildings can return to normal operations. Projects such as the

Library Buildings and Grounds' ESPC, the Cannon Renewal and building retro-commissioning will ensure that the AOC maintains high levels of energy reduction. The cornerstones of the energy and sustainability program are to maintain and optimize existing building performance through operational improvements and control strategies, to make incremental improvements through small-scale retrofits and equipment replacements, to continue long-term and interim building performance metrics and track them through metering and data analytics, and to ensure operations and maintenance staff receive appropriate training. The EAM strategic objective will support energy conservation efforts by bringing together energy consumption and performance data within an enterprise-level asset management system.

Data Tables

The data tables (**Tables 22, 23, 24 and 25**) provide a summary of the AOC's progress in meeting its requirements under the *Energy Policy Act of 2005* and the *Energy Independence and Security Act of 2007*. The data presented in these tables include corrections for calculation errors, excess project energy, baselining new buildings and the cogeneration site versus source credit. Annual consumption and cost figures do not reflect final FY 2022 expenditures.

Key for Energy Tables:	KBTU Thousand British Thermal Units	MMBTU Metric Million British Thermal Units
BBTU Billion British Thermal Units	KCF Thousand Cubic Feet	MWh Megawatt Hours
CHW Chilled Water	KGal Kilogallons	Short Ton A unit of weight equal to 2,000 pounds
GSF Gross Square Feet	kWh Kilowatt Hours	

TABLE 22: EPA Act Goal

UTILITY TYPE	CONSUMPTION UNITS	ANNUAL CONSUMPTION	ANNUAL COST (\$ IN THOUSANDS)	UNIT COST (\$)	UNIT OF MEASURE	SITE DELIVERED BBTU	ESTIMATED SOURCE BBTU
Electric	MWH	177,676.0	\$20,917.9	\$0.12	/kWh	606.2	1,903.5
Fuel Oil	KGal	86.8	\$280.4	\$3.23	/Gallon	12.1	12.1
Natural Gas	KCF	1,345,187.0	\$9,424.4	\$7.01	/KCF	1,345.2	1,412.4
Coal	Short Ton	0.0	\$0.0	\$0.00	/Short Ton	0.0	0.0
Purchased Steam	BBTU	21.7	\$108.6	\$5.00	/MMBTU	21.7	48.3
Site/Source Credit*	BBTU	(418.4)			/MMBTU	(418.4)	
Excluded Steam	BBTU	(151.7)	(\$6,059.0)	\$39.95	/MMBTU	(151.7)	(216.7)
Excluded CHW	BBTU	(17.5)	(\$379.1)	\$21.67	/MMBTU	(17.5)	(22.2)
Excluded Security	BBTU	(2.8)	(\$43.5)	\$15.50	/MMBTU	(2.8)	(8.8)
PURCHASED RENEWABLE							
Electric	MWH	17,255.1	\$2,031.5	\$0.12	/kWh	58.9	0.0
Other	BBTU				/MMBTU		
Totals	BBTU	1,453.8	\$26,281.2			1,453.7	3,128.6
FY 2022 Goal Subject Buildings Gross Square Feet (Thousands)		16,850.0	FY 2022 Goal Subject Buildings Actual KBTU/GSF			86.3	185.7

TABLE 23: EAct Goal Excluded Buildings

UTILITY TYPE	CONSUMPTION UNITS	ANNUAL CONSUMPTION	ANNUAL COST (\$ IN THOUSANDS)	UNIT COST (\$)	UNIT OF MEASURE	SITE-DELIVERED BBTU	ESTIMATED SOURCE BBTU
Electric	MWH	34,998.5	\$4,120.4	\$0.12	/kWh	119.4	375.0
Fuel Oil	KGal	403.1	\$1,303.0	\$3.23	/Gallon	56.4	56.4
Natural Gas	KCF	28,368.3	\$198.7	\$0.01	/KCF	28.4	29.8
Coal							
Purchased Steam							
Excluded Steam	BBTU	151.7	\$6,059.0	\$39.95	/MMBTU	151.7	216.7
Excluded CHW	BBTU	17.5	\$379.1	\$21.67	/MMBTU	17.5	22.2
Excluded Security	BBTU	2.8	\$43.5	\$15.50	/MMBTU	2.8	8.8
Purchased Renewable							
Electric	MWh						
Other	BBTU						
Totals	BBTU	376.2	\$12,103.7			376.2	708.9
FY 2022 Goal Excluded Buildings Gross Square Feet (Thousands)		1,083.3	FY 2022 Goal Excluded Buildings Actual KBTU/GSF			207.5	391.0

TABLE 24: Goal Performance

ENERGY MANAGEMENT REQUIREMENT	FY 2003 KBTU/GSF	FY 2022 KBTU/GSF	PERCENT CHANGE FY 2003–FY 2022	FY 2022 GOAL TARGET
Reduction in Energy Intensity in Facilities Subject to EAct Goals	166.930	86.276	(48.3%)	(44.0%)
RENEWABLE ENERGY REQUIREMENT	RENEWABLE ELECTRICITY USE (MWH)	TOTAL ELECTRICITY USE (MWH)	PERCENTAGE	
Eligible Renewable Electricity Use as a Percentage of Total Electricity Use	17,255	229,930	7.5%	
WATER INTENSITY REDUCTION GOAL	FY 2007 GALLONS/GSF	FY 2022 GALLON/GSF	PERCENT CHANGE FY 2007–FY 2022	FY 2022 GOAL TARGET
Reduction in Potable Water Consumption Intensity	28.2	12.8	(54.6%)	30.0%
SUSTAINABLE WASTE MANAGEMENT	PERFORMANCE METRIC	FY 2022 GOAL		FY 2022 ACTUAL
Divert Building Occupant Waste	Waste Diverted/ Total Occupant Waste	50.0%		36.0%
Reduce, Reuse and Recycle Construction and Demolition Debris	Waste Diverted/ Total Construction Waste	90.0%		86.0%
Compost Nonconstruction Waste	Waste Diverted/ Total Occupant Waste	10.0%		7.0%

TABLE 25: Other Energy and Water Information

UTILITY METERING	NUMBER OF BUILDINGS METERED	METERED AREA (GSF)	PERCENT OF BUILDINGS METERED	PERCENTAGE OF AOC ADVANCED METERING
Electric	79	21,373,419	100%	90%
Steam	27	19,514,362	99%	99%
Natural Gas	22	1,768,311	100%	0%
Chilled Water	25	16,251,351	99%	99%
Potable Water	29 buildings 8 other	17,381,130	99% with meters 66% estimated	65%
COGENERATION	OPERATIONAL PERIOD	OPERATIONAL DAYS	SITE VS. SOURCE CREDIT (BBTU)	TOTAL MWh PRODUCED
Capitol Power Plant Combined Heat and Power	Oct 2021 thru Sep 2022	300	418.4	52,399.1



The multiphase exterior restoration of the U.S. Capitol Building will extend the life expectancy of deteriorated stone and replace missing architectural elements on the building.

Small Business Accomplishments Report

As a best practice, the AOC voluntarily reports the agency’s performance against its small business procurement goals. The AOC procurement authority is separate from the *Competition in Contracting Act* and other laws affecting the executive branch, and the AOC is not authorized by law to use the *Small Business Act* for set-aside programs or subcontracting plans. However, the procurement authority does provide discretion in the level of competition required when using small purchase procedures for open market purchases. To direct more business opportunities to the small business community, the AOC created a small business subcontracting program and a small business set-aside program for small purchases of \$250,000 or less. The agency also works collaboratively with the U.S. Small Business Administration to implement and operate small business programs.

The AOC established socioeconomic goals through its small business programs for prime contract awards to small businesses; small, disadvantaged businesses; women-owned small businesses; veteran-owned small businesses; service-disabled, veteran-owned small businesses; and Historically Underutilized Business Zone (HUBZone) small business concerns. In FY 2022, as shown in **Table 26**, the AOC’s goal was to award 65 percent of all agency contracts to small businesses. The percentage of awards to the various small business categories within this goal is also shown. The AOC exceeded the goals for every category of small business concerns through increased visibility in the small business community, consultations with small business concerns, ongoing data collection efforts on the types of businesses that the AOC uses and actively seeking small business concerns for small purchases.

TABLE 26: Small Business Program Accomplishments, October 1, 2021, to September 30, 2022

CATEGORY	GOAL	ACHIEVEMENTS*	GOAL MET?
Small Business	65.0%	73.6%	Yes
Small Disadvantaged Business	8.0%	19.7%	Yes
Women-Owned Small Business	11.0%	16.0%	Yes
Veteran-Owned Small Business	4.0%	5.9%	Yes
Service-Disabled, Veteran-Owned Small Business	1.0%	1.8%	Yes
HUBZone Small Business	1.0%	2.4%	Yes

* Contract awards may fall under more than one category.

Human Capital Management Report

The *Architect of the Capitol Human Resources Act*, 2 U.S.C. § 1831 (HR Act) requires the AOC to evaluate its personnel management system for compliance with the requirements of the HR Act and all other relevant laws, rules and regulations. The agency provides the results of this evaluation on an annual basis to the Speaker of the House of Representatives, the House Office Building Commission, the Senate Committee on Rules and Administration and the Joint Committee on the Library. The personnel management system includes:

- A fair employment system
- Equal employment opportunity/affirmative action programs
- Classification of positions
- Employee training and development
- A performance appraisal system
- A fair and equitable system to address misconduct and performance
- An employee assistance program
- Absence and leave

Fair Employment System

The HR Act requires the AOC to have a human resources system that ensures the agency appoints and promotes personnel based on merit and fitness, and to achieve this through fair and equitable consideration of all applicants and employees via open competition. The agency complies with the HR Act by promoting fairness in hiring and promoting through policies and procedures that ensure a diverse workforce through equal employment opportunities, with selection and advancement being determined based on operational requirements and candidates' knowledge, skills and abilities.

The Career Staffing Plan policy, AOC Order 335-1, provides uniformity in conducting and documenting the recruitment and hiring process. This policy is consistent with best practices in the public and private sectors.

Program Highlights:

Reopening the U.S. Capitol Visitor Center and Resuming the Summer Internship Program

To assist with the reopening of the U.S. Capitol Visitor Center (CVC) during the COVID-19 pandemic, the Human Capital Management Division's (HCMD) Talent Acquisition and Classification Branch facilitated and managed the acquisition and onboarding of 45 new CVC employees. The new hires consisted largely of Visitor Guides and Visitor Assistants to support and effect a positive and welcoming experience for visitors to the Capitol campus.

The AOC's summer internship program also resumed for the first time since the pandemic, hiring 65 interns for various offices and jurisdictions. This effort included comprehensive research and advisory services to develop new summer internship positions focused on interdisciplinary engineering.

Virtual Job and Information Fair

Pursuant to the Human Capital Strategy, the AOC hosted its first Virtual Career and Information Fair. The fair was open to the public and broadly advertised, particularly on USAJOBS, LinkedIn and Eventbrite. The event was also open to employees, as well as contract employees at agency-affiliated restaurants who were interested in learning more about career opportunities. The fair included an agency overview, current position vacancies and detailed information on the application process and federal benefits. It ended with a personal story of career advancement from an employee, who was promoted from a custodial worker to an architect after earning his undergraduate degree. The event also featured presentations by two senior leaders about their jurisdictions, customer base and a typical day in the life of an AOC employee. Over 200 participants received information about the career opportunities, as well as comprehensive guidance on how to apply for current position vacancies.

Equal Employment Opportunity/Affirmative Action Programs

The HR Act requires the AOC to have an equal employment opportunity program that includes an affirmative employment program for employees and applicants. The HR Act also requires that the AOC has procedures for monitoring its progress in ensuring a diverse workforce. The Diversity, Inclusion and Dispute Resolution (DI/DR) office carries out the agency's Equal Employment Opportunity Program, outlined in Policy Memorandum 24-2c, Equal Employment Opportunity. The AOC hires and advances individuals based on merit without regard to race, color, sex, religion, age, national origin, sexual orientation,

gender identity or disability. The DI/DR office monitors employment data to promote affirmative employment, assists employees in addressing and resolving concerns and upholds the commitment to a diverse and respectful work environment that is free of harassment, discrimination and retaliation. The DI/DR office also promotes full access and integration for qualified individuals with disabilities into the workforce through the Reasonable Accommodation Program.

Program Highlights:

The AOC Chooses Civility Initiative

The long-running civility initiative is the cornerstone of the diversity and inclusion program, designed for promoting inclusiveness and respect in the workplace. The initiative focuses on employee interaction, delivering civility training to senior leaders, supervisors and employees, providing civility toolkits to senior leaders, and distributing program information to employees and offices across the agency. During FY 2022, the DI/DR office refreshed in-house promotional materials related to the civility initiative (e.g., posters, employee handouts, etc.) throughout shops and offices. The DI/DR office also developed a new video for employees, titled AOC Chooses Civility, designed to reinforce the agency's 10 principles of civility and their value among colleagues in the workplace. Additionally, the DI/DR office provided civility toolkits to all agency senior leaders and supervisors. The toolkits were supplied over 10 consecutive months and focused on a specific principle of civility each month. The materials, intended for use in monthly staff meetings and other employee-focused discussions, provided useful information that reinforced habits of civility and respect in the workplace.

Cultural Behaviors Transformation

In October 2020, the AOC launched an agencywide organizational transformation with Cultural Behaviors Transformation as one of its strategic objectives. This objective is designed to strengthen the AOC's values and empower employees to practice those values every day. This strategic objective will be accomplished by engaging personnel throughout the agency in group skill-building sessions aimed at improving employee and stakeholder experiences in the workplace. At the end of the fiscal year, more than 750 employees had engaged in group sessions and Cultural Behaviors Transformation activities aimed at building a positive workplace culture.

Prevention of Sexual Harassment Training

AOC policy requires staff to complete harassment training annually. This fiscal year, the DI/DR office delivered an interactive online prevention of sexual harassment course. The course was expanded to include general harassment, bystander intervention and learning scenarios set in construction and industrial settings, in addition to typical office scenarios. The course also had an extra component for supervisors and was well-received by employees at all levels.

Conciliation Program

The AOC Conciliation Program enables the investigation of allegations of discrimination and addresses potential violations of other employee safeguards involving family and medical leave, veteran and service-related employment rights, wage concerns and retaliation. The program offers confidential counseling and assistance to employees who are experiencing any type of workplace conflict or who are engaged in employment-related disputes. During FY 2022, the Conciliation Program continued to accept employee and management concerns and worked across the agency to resolve complaints or concerns initiated through the program.

Diversity, Inclusion and Dispute Resolution Office Reporting Hotline

The AOC provides a hotline for employees to report any concerns related to equal employment opportunity or harassment. The 24/7 service affords callers the opportunity to speak with live consultants who will listen and notate their statements and promptly deliver the information to the DI/DR office.

Classification of Positions

The HR Act requires the AOC to have a system for the classification of positions that considers the difficulty, responsibility and qualification requirements of the work performed, and which conforms to the principle of equal pay for substantially equal work. The classification system fosters internal equity for employees with comparable qualifications and responsibilities for their respective occupations. The AOC uses federal guidelines for the classification of General Schedule and Wage Grade positions and to determine duties, responsibilities, qualification requirements, position titles, series and grade levels.¹² The AOC pays prevailing rates to employees in recognized trades or in unskilled or skilled manual labor occupations, as well as work leaders and supervisors. The AOC also has exempt personnel positions that are Senior Rated. Employees in these positions serve at the pleasure of the Architect of the Capitol. The classification program also seeks equity with similar positions in the external nonfederal sector. AOC Order 532, Pay Under the Architect's Wage System, provides agency policy on position classifications and employee compensation determinations. **Section 1: Management's Discussion and Analysis** depicts the organizational structure as well as the number of positions in each jurisdiction.

¹² Title 5 U.S.C. § 5349 requires that rates for AOC employees be fixed and adjusted consistent with the public interest and in accordance with prevailing rates. OPM classification standards provide information on the occupational series, title, grade and pay system for positions performing white collar work in the federal government.

Program Highlights:**Skilled Trades Job Studies**

The AOC began a comprehensive effort to study skilled trades positions, including its mission critical and hard-to-fill positions. These job studies ensure that positions are properly classified and graded and are comparable to other government agencies. They also evaluate salaries for skilled trades positions against labor market compensation rates for comparable positions. Preparation for these studies starts with assessing the prior position reviews and determining the existing scope of the study by assessing changes in the agency's organizational structure as well as the job series and types of positions. Positions are classified in accordance with the U.S. Office of Personnel Management (OPM) classification standards.

Development of New Position Descriptions

The AOC developed and approved over 300 new job position descriptions and migrated them into an internal reference library that is available for use by management officials.

Employee Training and Development

The HR Act requires the AOC to have an employee training and development program that has among its goals improved performance and opportunities for advancement. The program provides training for employees to develop desired behaviors, familiarity with industry standards and job-related knowledge, skills and abilities. Employees receive training and development in accordance with their position, resulting in stronger technical competency and desired workplace behaviors. AOC Order 410-1, Training and Employee Development, provides agency policy for employee training and development.

Program Highlights:**Employee and Supervisory Training During COVID-19**

The AOC continued to suspend all in-person training sessions to adhere to the Office of Attending Physician (OAP) and public health guidelines on social distancing during the pandemic. However, since FY 2015, the agency has continued the AOC Supervisory Academy (ASA). The ASA is essential in providing technical and leadership skills that supervisors need to successfully manage personnel. In FY 2022, the AOC continued to meet the training needs of supervisors by offering virtual training academies with segmented, synchronous and asynchronous blended learning. Through two virtual sessions, 38 new supervisors received training, raising the number of overall trained supervisors to 619. To complement and further expand the comprehensive academy approach, the AOC Leads Academy trained 15 team leaders and work leaders. These sessions incorporated the new agency vision statement as well as endorsed leadership philosophies. Training efforts continued the development and retention of a team of supervisors capable of engaging and empowering employees, leading and managing the performance of others and ensuring the efficient

and effective achievement of the agency's mission and vision. Participative synchronous online instruction through ZoomGov and Skype provided supervisors technical competence and critical leadership skills. The asynchronous training included various online courses with subject matter experts and was hosted internally on the agency's learning management system, AOC Learn.

AOC University

To prepare employees for greater performance excellence, professional development and career growth, the AOC continued developing plans for the creation and implementation of AOC University. AOC University is essential to the Human Capital Strategy, as it will ensure employees the greatest opportunity to develop the skills they need to succeed in their jobs. Through the provision of training and professional development opportunities, AOC University will support employees and maximize their performance.

The establishment of AOC University is a far-reaching strategic objective, which involves a phased development approach that began in FY 2022 to reach a full operating capacity in the future. Once fully established, AOC University will foster individual and organizational learning and knowledge that drives business results and supports employees in achieving their career goals. AOC University will support the growth and retention components of the Human Capital Strategy by providing opportunities for all employees to strengthen their skills and capabilities based on professional career paths and learning goals.

In FY 2022, the AOC used a benchmarking report to create a business model that addresses the agency's training needs. This model outlines the benefits of equipping AOC University to provide enterprisewide core competency and professional growth training and development programs, while maintaining current authorities for training that are unique to the agency's various business and operational units. In addition, the AOC completed a gap analysis for training needs using cost-based operating model recommendations and identified the need to create a corporate-style university structure. In collaboration with the AOC University Cross-Functional Team, as well as other agency partners and executive leaders, the AOC established a staffing strategy and organizational structure and began developing a resource planning mechanism for future support. To support the business processes within this corporate-style learning organization, the AOC is drafting a technology strategy to identify the technical enhancements needed to support the expanding learning management system functionalities and future technological advancements. In addition, the development of a comprehensive evaluation methodology and strategy was initiated to measure progress towards AOC University's organizational and programmatic performance goals. As one of the final FY 2022 activities, the AOC created

TABLE 27: Most Completed Agency-Sponsored Training in FY 2022

Controlled Unclassified Information	3,070
Know Your Rights/Avenues of Assistance for Employees	2,682
Employee: Preventing Discrimination and Harassment	2,165
Cyber Security Awareness	1,112
Fraud Awareness	490
Cyber Security Awareness	437
Supervisor: Preventing Discrimination and Harassment	429
COVID-19 Pandemic Operations Video	323
Spills and Skills Non-Emergency HazMat Spill Response	305
Standards of Conduct	282

and staffed a Chief Learning Officer position, which will provide direction for the upcoming launch of AOC University early next fiscal year.

Enhancements of AOC Learn

This fiscal year, the AOC further enhanced the functionality of AOC Learn, a customized learning management system. Major enhancements included modifications to the “My Training Plan” functionality, which can now capture customizable and position-related safety training requirements (in addition to the existing mandatory training courses) and track reoccurring training requirements based on an employee’s specific role and duties. This enhancement displays upcoming due dates for reoccurring safety training and indicates if an employee is overdue in any safety requirement. Implementation of email notifications and a system of reminder schedules also provide awareness of upcoming or delinquent training requirements. Reporting capabilities were also further advanced to capture the status of required trainings. Jurisdiction training coordinators and other designated users received training on creating and using these required training reports. These enhancements provide a proactive approach to unique and reoccurring employee training. **Table 27** provides a listing of the most completed agency-sponsored training in FY 2022.

Performance Appraisal System

The HR Act requires the AOC to have a formal performance appraisal system that will permit the accurate evaluation of job performances based on objective criteria. The Performance Communication and Evaluation System (PCES) is based on the OPM’s Performance Management System but is tailored to the AOC’s unique mission. The PCES links individual work elements

to the Bridge Strategic Plan, strengthens communication between supervisors and employees, improves individual and organizational performance, provides recognition and rewards, and addresses unmet performance requirements. AOC Order 430-1, Performance, Communication and Evaluation System, provides the agency’s performance management system policy. AOC Order 430-2, Performance Management for Exempt Personnel, provides the performance review policy for exempt personnel.

Program Highlights:

Strengthening the Performance, Communication and Evaluation System

The AOC has worked for multiple years to reengineer the PCES, beginning in 2019 when a cross-jurisdictional working group evaluated the performance management program. Since then, the group has researched and identified opportunities to strengthen the performance management process to provide meaningful evaluations and better align employee performance with the AOC’s mission, vision and core values.

This fiscal year, the AOC continued preparations for the implementation of its reengineered performance management process by recording the new process in an electronic performance management system and finalizing the policy to align the performance evaluation period with the fiscal year. Training for the new process began in September 2022 and the electronic system will launch in the first quarter of FY 2023.

Fair and Equitable System to Address Misconduct and Performance

The HR Act requires the AOC to have a fair and equitable system in place to address unacceptable conduct and performance by employees, including a general statement of violations, sanctions and procedures, as well as a formal grievance system. The AOC has a progressive discipline policy that aligns with OPM’s Managing Federal Employees’ Performance Issues or Misconduct reference materials but is tailored to the agency’s unique mission. AOC Order 752-1, Discipline, as well as applicable collective bargaining agreements (CBA) specify uniform procedures for disciplinary actions designed to address and correct inappropriate employee conduct.¹³ AOC Order 430-1, Performance, Communication and Evaluation System, provides the agency’s policy to address unacceptable performance. Like the discipline policy, applicable CBAs include the AOC’s policy for unacceptable performance. All AOC employees have access to the AOC’s Human Resources policy manual via the agency’s intranet.

¹³ The AOC’s current CBAs include American Federation of State, County and Municipal Employees (AFSCME) Council 20, Local 626; AFSCME Council 20, Local 658; International Brotherhood of Electrical Workers (IBEW), Local 121; Sheet Metal, Air, Rail and Transportation Workers, Local 100; United Association of Journeymen and Apprentices of the Plumbing and Pipefitting Industry of the United States and Canada (“Plumbers”), Local 5.

AOC Order 752-1, Discipline, provides a table of typical penalties for infractions. A formal grievance procedure is available to all employees. If a union represents an employee, then the AOC affords the employee formal grievance procedures under the appropriate CBA. Otherwise, the AOC affords the employee formal grievance procedures under AOC Order 771-1, Grievances.

The AOC evaluates each instance of misconduct against the “Douglas Factors,” which are established criteria espoused by OPM to ensure that agencies impose an appropriate penalty for employee misconduct. The AOC also reviews comparable disciplinary cases to ensure consistency. Likewise, the AOC is consistent in its handling of performance deficiencies. Regular reporting to the Architect of the Capitol ensures further consistency. Appropriate coaching and accountability are important principles in addressing misconduct and performance issues.

Program Highlights:

The AOC continued to evaluate ways to strengthen its human capital policies in FY 2022, in support of a fair and equitable process for addressing misconduct and performance. In conjunction with a new performance management system, the AOC began revising the associated directive, AOC Order 430-1, to strengthen the performance management process, help employees understand their performance expectations by setting clear goals aligned with the mission and encourage continuous feedback and coaching. Training sessions launched in September 2022 focused on teaching managers and supervisors how to develop clear Specific, Measurable, Achievable, Relevant and Timebound (SMART) goals and provide the necessary feedback to enhance performance. The revised AOC Order 430-1 will be released in FY 2023.

Additionally, the AOC increased insight into the disciplinary process, including a timeline for discipline, to bring awareness to the need to act on disciplinary matters expediently. A revised disciplinary policy streamlining the handling of disciplinary matters is expected to be completed in FY 2023.

Employee Assistance Program

The HR Act requires the AOC to provide services dealing with mental health, alcohol abuse, drug abuse and other employee problems, while ensuring employee confidentiality. AOC Order 792-1, Employee Assistance Program (EAP), defines the agency’s program to meet this requirement. The program helps employees define the problem, develop a plan of action, develop new or strengthen existing skills and identify resources for problem resolution. Program services include initial assessment, short-term problem resolution, consultation, referral to community services and follow-up services. Participation in the EAP is voluntary, and the agency provides the program to employees and their immediate families free



In July 2022, the Human Capital Strategic Plan was published, setting the five-year strategy to ensure the agency has the highly skilled workforce needed to accomplish its mission.

of charge (although employees are responsible for outside services). The AOC maintains confidentiality for employee participants and does not share employee personal information without a signed release.

The EAP seeks to address the whole person as the AOC recognizes that employee wellness fosters a safe and healthy work environment.

Program Highlights:

During ongoing challenges related to the COVID-19 pandemic, the EAP broadly expanded to provide support to the workforce and their family members. Through supplemental contract support, employees now have 24/7 telephone access to Espyr’s TalkNow, which offers confidential counseling support delivered by qualified behavioral health professionals. In addition, employees have unlimited access to the Espyr behavioral health website, which offers resources for monthly webinars, articles, tools, videos, trainings and screenings at any time.

Throughout the year, the EAP responded to management requests for consultations and workplace presentations, including providing grief education and support, suicide awareness and prevention and stress management classes. The EAP provided information and resources on handling stress associated with the pandemic environment and to various events on the Capitol campus. The EAP Program Manager

provided presentations to staff on topics including loss and grief, grief support and resources, critical incident support and return-to-work tips for the CVC worksite.

The EAP has been a central component of the agency's internal pandemic response, delivering the care and assistance employees needed through support and counseling, as well as the provision of pertinent information related to individual and community health, safety and well-being. This fiscal year, the EAP presented information related to mental health and emotional issues associated with the pandemic. The EAP continues to provide ad hoc counseling and assist the agency and its employees in navigating the traumatic impact of the pandemic.

Absence and Leave

The HR Act requires the AOC to have a formal policy statement regarding the use and accrual of sick and annual leave that the agency provides to all employees. The AOC provides comprehensive leave programs to maintain a productive workforce and helps employees meet their personal and family needs. The agency has included its formal statement regarding the use and accrual of sick and annual leave in AOC Order 630-1, Absence and Leave; AOC Order 630-2, Family and Medical Leave; and AOC Order 610-1, Alternative Work Schedules. The policies cover the use and accrual of sick and annual leave, advanced annual and sick leave, compensatory time, leave without pay and other forms of leave, as well as provide the procedures to ensure the uniform and consistent administration of leave programs. The policies comply with federal regulations and the Office of Congressional Workplace Rights' regulations on the *Family and Medical Leave Act*. Employees receive these policies during onboarding and have access to the policies on the agency intranet. Additionally, employees received the policies through the Employee Guide, policy memorandums and an extended absences brochure.

Program Highlights:

Leave and COVID-19

The AOC has remained agile in responding to the COVID-19 pandemic and the unprecedented impact it has had on the workforce and operations. For instance, when the provisions of the *Families First Coronavirus Response Act* ended on December 31, 2020, the AOC continued to provide coverage in support of employees experiencing childcare challenges. The agency has also ensured that its workforce is aware of and understands pandemic-related leave entitlements.

The AOC has consistently provided communications regarding vaccinations, including written guidance to employees encouraging vaccinations. In FY 2022, the AOC expanded administrative leave to employees who voluntarily elected to receive the full COVID-19 or booster vaccinations to eight hours. The AOC also developed a vaccination attestation portal and

hosted in-person attestation assistance events for employees throughout the Capitol campus to assist contact tracing and provide quarantine guidance.

The AOC provides up-to-date guidance and support to managers and supervisors, particularly through the maintenance of Employee and Supervisory Toolkits that offer comprehensive guidance to address routine questions and other pandemic-related topics.

Oversight and Evaluation

The HR Act requires the AOC to develop a system of oversight and evaluation to ensure that the agency's personnel management system meets the requirements of the HR Act and complies with all other relevant laws, rules and regulations. The AOC has developed the following system of oversight and evaluation to meet these requirements:

Chief Human Capital Officer. The Chief Human Capital Officer has oversight responsibility for the agency's human capital programs, including talent acquisition, position classifications, employee training and development, the performance appraisal system, a fair and equitable system to address misconduct and performance, employee assistance and absence and leave.

Director of Diversity, Inclusion and Dispute Resolution.

The DI/DR Director has oversight responsibility for the equal employment opportunity, affirmative employment, reasonable accommodation, diversity and inclusion and dispute resolution programs.

Office of Inspector General (OIG). The OIG provides independent oversight by auditing and evaluating various human capital programs.

Affirmative Employment Program (AEP) Report. The AEP Report provides statistics on the diversity of the AOC's workforce, which measures the effectiveness of initiatives intended to ensure workforce diversity. The AEP Report includes workforce data by jurisdiction and job group, personnel activity and compensation level.

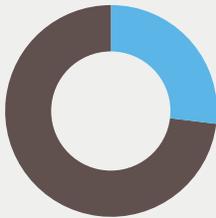
Annual Review of Policies. AOC Order 4-1, Issuing Policy and Procedural Guidance, requires regular review of agency policies. The AOC reviews its human resources policies annually to ensure the policies are compliant with federal statutes and continue to meet evolving agency needs. Throughout this fiscal year, the AOC has developed, renewed and reissued policies affecting the human resources program. These policies were adjusted to conform to evolving federal guidance and to respond to the emerging needs of the workforce.

Infographic : Human Capital by the Numbers

WORKFORCE PROFILE

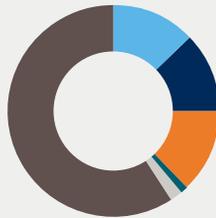
2,213 + 231 = 2,444

Permanent Employees Temporary Employees Total Employees



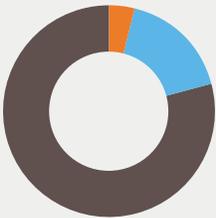
GENDER

- Men, 1,772, 73%
- Women, 672, 27%



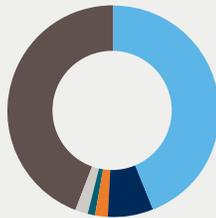
JOB CATEGORIES

- Trades, 58%
- Administrative, 14%
- Technical, 13%
- Professional, 12%
- Other, 2%
- Clerical, 1%



SUPERVISORY RATIO

- Nonsupervisors, 1,922, 79%
- Supervisors, 431, 17%
- Leaders, 91, 4%



RACE

- White, 44%
- Black or African American, 44%
- Hispanic or Latino, 7%
- Asian, 3%
- American Indian or Alaska Native, 1%
- Two or more, 1%

ELECTRONIC OUTREACH

LinkedIn
 Twitter@AOC Hiring
 Glassdoor

41,740 2,147 24,123

Views on AOC Jobs Engagements Views on AOC Employer Profile

REWARDS AND RECOGNITION

407 4,795

Recognition Federal Service Monetary Awards

TALENT ACQUISITION

213 164 118

Promotions Permanent Appointments Temporary Appointments

TRAINING AND EMPLOYEE DEVELOPMENT

275 courses 661 sessions

Safety and Specific Trade or Skills Needs Training

2,865 Course Completions from AOC Learn Percipio

19,240 Updated Records Involving Discretionary and Mandatory Training

PAYROLL AND PROCESSING

10,817 6,512

Personnel Actions Processed Payroll Documents Processed

EMPLOYEE BENEFITS

329

Family and Medical Leave Recipients

43

Voluntary Leave Transfer Program Recipients

790

Transit Subsidy Recipients

170

New Workers' Compensation Claims

69

Student Loan Repayments

ATTRITION RATE

8.82%

Attrition Rate

92

Retirements

88

Resignations

36

Transfers

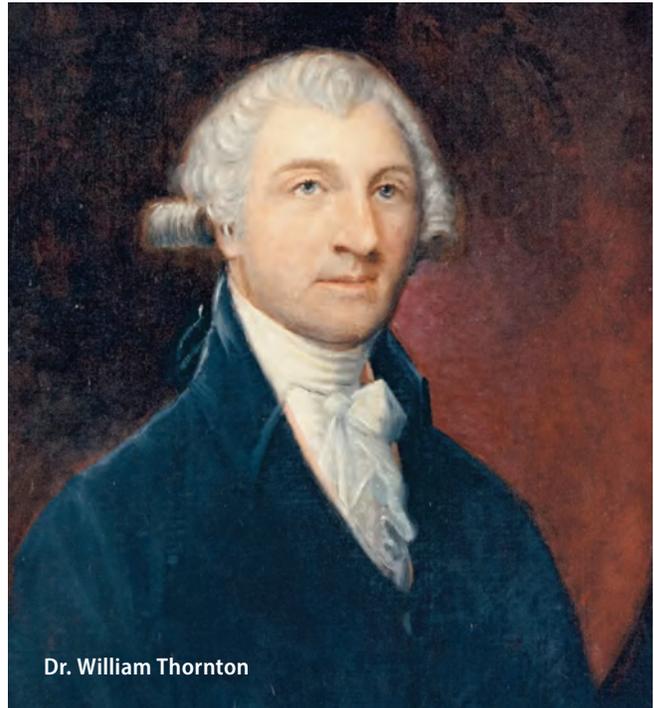


Appendices

Appendix A

Architects of the Capitol

The position of the Architect of the Capitol has a legacy rooted in the beginnings of Washington, D.C., when President George Washington selected Dr. William Thornton's design for the U.S. Capitol Building. For his indelible impact on the national landscape, Dr. Thornton is honored as the first "Architect of the Capitol." **Table 28** lists the 12 individuals who have held the position Architect of the Capitol, along with their dates of service.



Dr. William Thornton

TABLE 28: Architects of the Capitol

NAME	DATES OF SERVICE	BIOGRAPHY
Dr. William Thornton	1793	www.aoc.gov/about-us/history/architects-of-the-capitol/dr-william-thornton
Benjamin Henry Latrobe	1803–1811 1815–1817	www.aoc.gov/about-us/history/architects-of-the-capitol/benjamin-henry-latrobe
Charles Bulfinch	1818–1829	www.aoc.gov/about-us/history/architects-of-the-capitol/charles-bulfinch
Thomas Ustick Walter	1851–1865	www.aoc.gov/about-us/history/architects-of-the-capitol/thomas-ustick-walter
Edward Clark	1865–1902	www.aoc.gov/about-us/history/architects-of-the-capitol/edward-clark
Elliott Woods	1902–1923	www.aoc.gov/about-us/history/architects-of-the-capitol/elliott-woods
David Lynn	1923–1954	www.aoc.gov/about-us/history/architects-of-the-capitol/david-lynn
J. George Stewart	1954–1970	www.aoc.gov/about-us/history/architects-of-the-capitol/j-george-stewart
George M. White, FAIA	1971–1995	www.aoc.gov/about-us/history/architects-of-the-capitol/george-m-white-faia
Alan M. Hantman, FAIA	1997–2007	www.aoc.gov/about-us/history/architects-of-the-capitol/alan-m-hantman-faia
Stephen T. Ayers, FAIA, CCM, LEED AP	2010–2018	www.aoc.gov/about-us/history/architects-of-the-capitol/stephen-t-ayers-faia-leed-ap
J. Brett Blanton	2020–Present	www.aoc.gov/about-us/history/architects-of-the-capitol/j-brett-blanton

Appendix B

Major Facilities Under the AOC's Care

As the builder and steward of the buildings and grounds of the Capitol campus, the AOC is responsible for many of the most iconic buildings of the federal legislative and judicial branches.

Table 29 lists the major facilities under the AOC's stewardship, organized by the respective organizational unit.



TABLE 29: Major AOC Facilities

FACILITY	LOCATION	YEAR BUILT OR ACQUIRED (If property was acquired after the year built, the AOC's acquisition date appears in parentheses)	ASSIGNED (A) OR LEASED (L)
CAPITOL BUILDING			
U.S. Capitol Building	Washington, D.C.	Construction started in 1793, various other dates for multiple expansions	A
CAPITOL GROUNDS AND ARBORETUM			
Summerhouse	Washington, D.C.	1880	A
Capitol Square	Washington, D.C.	1894	A
Robert A. Taft Memorial and Carillon	Washington, D.C.	1959	A
Union Square	Washington, D.C.	Transferred 2011	A
CAPITOL POWER PLANT			
Generator Building	Washington, D.C.	1909	A
Main Boiler Plant	Washington, D.C.	1909	A
Cogeneration Plant (formerly East Refrigeration Plant)	Washington, D.C.	1937	A
Administration Building	Washington, D.C.	1978	A
West Refrigeration Plant	Washington, D.C.	1978 and various dates for later expansions	A
Utility Tunnels	Washington, D.C.	Various dates	A
Coal Yard Facilities	Washington, D.C.	Various dates	A
HOUSE OFFICE BUILDINGS			
Cannon House Office Building	Washington, D.C.	1908	A
Longworth House Office Building	Washington, D.C.	1933	A
Rayburn House Office Building	Washington, D.C.	1965	A
East and West House Underground Garages	Washington, D.C.	1968	A
Ford House Office Building	Washington, D.C.	1939 (Transferred 1974)	A
House Page Dormitory	Washington, D.C.	1940 (Transferred 1986)	A
O'Neill House Office Building	Washington, D.C.	1963 (Transferred 2017)	A
LIBRARY BUILDINGS AND GROUNDS			
Thomas Jefferson Building	Washington, D.C.	1897 (Transferred 1922)	A
John Adams Building	Washington, D.C.	1938	A
James Madison Memorial Building	Washington, D.C.	1980	A
St. Cecilia's Special Services Facilities Center	Washington, D.C.	1990 (Transferred 1991)	A
Congressional Campus, which includes:			
Fort Meade Warehouse Buildings	Fort Meade, MD	1942 (Transferred 1993)	A
Fort Meade Collection Storage Modules	Fort Meade, MD	Module 1: 2002, Module 2: 2005, Modules 3 and 4: 2009, Module 5: 2017, Module 6: In Progress	A

TABLE 29: Major AOC Facilities *(continued)*

FACILITY	LOCATION	YEAR BUILT OR ACQUIRED (If property was acquired after the year built, the AOC's acquisition date appears in parentheses)	ASSIGNED (A) OR LEASED (L)
Packard Campus for Audio-Visual Conservation	Culpeper, VA	2007	A
Collections Storage Facility	Landover, MD	2016	L
Logistics Storage Facility	Landover, MD	2017	L
U.S. Copyright Office Storage Facility	Landover, MD	2021	L
OFFICE OF THE CHIEF ENGINEER (CONSTRUCTION DIVISION)			
Construction Division Shops	Washington, D.C.	Estimated 1950s (1982)	A
Construction Division Warehouse	Landover, MD	2016	L
OFFICE OF THE CHIEF SECURITY OFFICER			
Eney, Chestnut, Gibson Memorial Building	Washington, D.C.	1930 (Transferred 1986)	A
Vehicle Maintenance Facility	Washington, D.C.	1930	A
Courier Acceptance Facility	Washington, D.C.	1980	A
Canine Facility	Washington, D.C.	1996 (Transferred 2004)	A
Fairchild Building	Washington, D.C.	2004	A/L
Interim Off-Site Delivery	Washington, D.C.	2006	A
Government Publishing Office	Washington, D.C.	2005	L
Verizon Building	Washington, D.C.	2011	L
SENATE OFFICE BUILDINGS			
Russell Senate Office Building	Washington, D.C.	1909	A
Senate Underground Garage	Washington, D.C.	1932	A
Dirksen Senate Office Building	Washington, D.C.	1958	A
Hart Senate Office Building	Washington, D.C.	1982	A
Daniel Webster Page Residence	Washington, D.C.	1930 (Transferred 1993)	A
107 D Street, NE	Washington, D.C.	1885	A
Senate Sergeant At Arms (SSAA) Office Support (Postal Square)	Washington, D.C.	1992	L
Senate Storage Building	Washington, D.C.	1993	A
Senate Employees' Child Care Center	Washington, D.C.	1998	A
SSAA/Secretary of the Senate Warehouse Facility	Landover, MD	2005	L
GPO — Senate Furniture/Refinishing	Washington, D.C.	2007	L
Senate Mail Handling Facility	Landover, MD	2008	A
SSAA Printing, Graphics and Direct Mail Facility	Landover, MD	2011	L
GPO — SSAA Cabinet	Washington, D.C.	2012	L
SUPREME COURT BUILDING AND GROUNDS			
Supreme Court of the United States	Washington, D.C.	1935	A
Thurgood Marshall Federal Judiciary Building	Washington, D.C.	1992	A
U.S. BOTANIC GARDEN			
Administration Building	Washington, D.C.	1931	A
Bartholdi Fountain and Gardens	Washington, D.C.	1932	A
Conservatory and surrounding gardens	Washington, D.C.	1933	A
Production Facility Greenhouse, Headhouse	Washington, D.C.	1993	A
Storage Facility	Washington, D.C.	2017	A
U.S. CAPITOL VISITOR CENTER			
U.S. Capitol Visitor Center*	Washington, D.C.	2008	A

* Note: While the visitor services operations at the U.S. Capitol Visitor Center are performed by the U.S. Capitol Visitor Center jurisdiction, its facility maintenance is managed by the Capitol Building jurisdiction.

Appendix C

The AOC Operational Jurisdictions

The AOC has 10 operational jurisdictions, each with distinct responsibilities for maintenance, operation, development, preservation and services for a specific area of the Capitol campus. As part of the AOC's reorganization last fiscal year, nine of the jurisdictions were realigned to report directly to the Chief of Operations. The Capitol Police Buildings, Grounds and Security jurisdiction is aligned under the Chief Security Officer. The AOC receives a separate appropriation for each jurisdiction. **Table 30** identifies the nine jurisdictions operating under the Chief of Operations and their corresponding responsibilities. This section supplements the major agency accomplishments described in **Section 1: Management's Discussion and Analysis** and highlights each jurisdiction's additional FY 2022 operational achievements and FY 2023 priorities in support of the AOC's mission.

TABLE 30: The AOC Operational Jurisdictions Reporting to the Chief of Operations

Capitol Building: Responsible for the life-cycle maintenance, operations and care of the U.S. Capitol, the centerpiece of the Capitol campus, and for the maintenance of the U.S. Capitol Visitor Center.

Capitol Grounds and Arboretum: Responsible for preserving and maintaining 286 acres of historic landscape and grounds infrastructure across Capitol Hill.

Capitol Power Plant: Responsible for providing centralized utility services for Capitol Hill and maintaining and operating the Capitol Power Plant, which provides steam and chilled water to heat and cool the U.S. Capitol and 22 other facilities.

House Office Buildings: Responsible for the life-cycle maintenance, operations and care of the facilities supporting the office and committee space for the Members of the U.S. House of Representatives and their staff.

Library Buildings and Grounds: Responsible for the life-cycle maintenance, operations and care of the Library of Congress facilities and grounds.

Senate Office Buildings: Responsible for the life-cycle maintenance, operations and care of the facilities supporting the office and committee space for U.S. senators and their staff.

Supreme Court Building and Grounds: Responsible for the life-cycle maintenance, operations and care of the Supreme Court of the United States, the Thurgood Marshall Federal Judiciary Building and the surrounding grounds.

U.S. Botanic Garden: Responsible for the maintenance, operation and care of the U.S. Botanic Garden Conservatory, the outdoor gardens, support facilities, the Bartholdi Fountain and Gardens and other heritage assets and plant collections, as well as visitor services at the USBG.

U.S. Capitol Visitor Center: Responsible for visitor services and general operations at the U.S. Capitol Visitor Center, including informational exhibitions, a restaurant, two orientation theaters, an auditorium and gift shops.



Capitol Building

Key Accomplishments

Prepared for the U.S. Capitol Reopening: The jurisdiction coordinated with the CVC to prepare for the reopening of the U.S. Capitol for public tours. Preparations included developing flexible operating, cleaning and service plans. In addition, the jurisdiction designed and installed custom acrylic shields for ticket counters, as well as gift shop and restaurant cashier stations, and performed enhanced cleanings of public dining and lounge areas.

Improved Senate Chamber Accessibility: The jurisdiction designed, fabricated and installed two elevator lifts in the U.S. Capitol's Senate Chamber to provide ADA-compliant access to the dais. The lifts accommodate a standard wheelchair and provide fast and secure access from the floor to the intermediate and upper levels of the dais. The lifts were installed over recess periods so as not to interfere with the Senate's business.

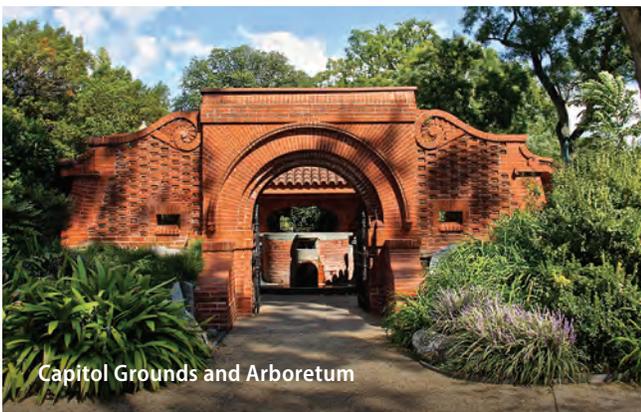
Initiated Energy Reduction Measures: The jurisdiction began implementing energy-saving measures identified in the FY 2021 energy

audit, starting with projects that use in-house resources. The jurisdiction also continued a long-term effort to convert light fixtures to energy-efficient LEDs during renovations to the U.S. Capitol and the CVC.

What's Next? FY 2023 Priorities

Improve Fire Safety: The jurisdiction will procure design-build services to install automatic sprinkler systems within the U.S. Capitol's House and Senate extension attics. In addition, the jurisdiction will begin to design the automatic sprinkler systems for the facility's first, second and third floors.

Develop Operational Performance Metrics: The jurisdiction will develop key metrics to measure and monitor operational performance. In FY 2023, jurisdiction management will develop a report with the collected data to disseminate to supervisors and staff and inform facility operational decisions. ●



Capitol Grounds and Arboretum

Key Accomplishments

Maintained Historic Masonry: The jurisdiction cleaned and maintained several areas of the historic masonry located on the U.S. Capitol Grounds, including the iconic fountain on the lower West Front plaza of the U.S. Capitol. The jurisdiction also partnered with the AOC Construction Division to perform critical repairs to the Summerhouse, including dismantling and rebuilding the central water feature.

Established Grounds Management Service Levels: The jurisdiction participated in an agency pilot program to establish grounds management service levels based on professional industry benchmarks. The pilot defined

grounds management expectations for employees and customers, thus connecting resources to desired performance outcomes.

Provided Emergency Support: The jurisdiction supported the U.S. Capitol Police and the AOC's Chief Security Officer during emergency situations, First Amendment activities and special events. The support included responding to weather emergencies, installing blockade vehicles and ballast trucks and establishing measures to protect the historic grounds of the Capitol campus. The jurisdiction supported the 59th Presidential Inauguration, the return of in-person concerts on the National Mall, the National Law Enforcement Officers Memorial and others.

What's Next? FY 2023 Priorities

Improve Space Management and Utilization: The jurisdiction will take a holistic approach to operations that align with Vision 2100. The jurisdiction will continue to optimize space use, reduce deferred maintenance of equipment and improve customer service.

Implement Grounds Service Levels: The jurisdiction will implement the grounds management service levels, allowing for enhanced services and performance, while improving its data collection. The jurisdiction hopes to leverage the service improvements to attain a Professional Grounds Management Society Green Star Award for landscape excellence. ●



Capitol Power Plant

Key Accomplishments

Performed Critical Tunnel Repairs: The jurisdiction continued repair and maintenance projects throughout the utility tunnel network that distributes steam and chilled water across the Capitol campus. The project refurbished the concrete utility vaults to address delamination and water leakage. In addition, the jurisdiction awarded a long-term service contract for the maintenance, repair and operations support of the tunnel system.

Improved Data Reporting: To promote visibility and improve coordination of upcoming and ongoing work, the jurisdiction created a weekly utility services status report, as well as a new dashboard for all critical electric equipment. The reports include improved operational metrics for maintenance and environmental impact.

Continued Utility Master Plan Development: The jurisdiction continued work on the agencywide Utility Master Plan with an assessment of technical solutions. An advisory panel of national experts reviewed the assessments and developed recommendations. The completed plan will inform Vision 2100, the 20-Year Capitol Complex Master Plan and related five-year agency strategic plans.

What's Next? FY 2023 Priorities

Execute Critical Tunnel Repairs: The jurisdiction will continue implementing critical utility tunnel repair projects to mitigate the risk of service interruptions and improve the conditions for those maintaining the tunnels. The AOC has committed to the Office of Congressional Workplace Rights to maintain a safe environment by initiating projects for the ongoing maintenance and repair of the tunnels.

Develop the Utility Master Plan: The jurisdiction will develop the next phase of the Utility Master Plan, including developing the program of requirements and project designs to improve energy resilience, cut costs and reduce the environmental impact of Capitol campus operations. ●



House Office Buildings

Key Accomplishments

Completed Rayburn Garage Interior Rehabilitation Project: The jurisdiction completed the final phase of the Rayburn Garage Interior Rehabilitation Project. This phase included repairing and replacing the concrete on the G1-G4 garage levels for the final quadrant of the facility, upgrading systems and repairing and replacing the exterior overhead and loading dock doors. The completed project extends the garage's useful life by 50 years.

Instituted New Congressional Move Programs: The jurisdiction developed two new programs in anticipation of the 118th congressional move cycle. The program activities included coordinating with a point of contact from each Member office and committee, as well as working with the House Office Building Commission to codify a new hallway policy for Member offices and committee spaces.

Developed Critical Employee Performance Plans: The jurisdiction incorporated the responsibility for specific asset areas into employee performance plans. This effort aligns with the Enterprise Asset Management strategic objective by designating a jurisdiction subject matter expert for specific assets (e.g., roof, exterior masonry and interior finishes).

What's Next? FY 2023 Priorities

Support Asset Management Plan: The jurisdiction will support the AOC Strategic Asset Management Plan by capturing and planning investments aligned to assets based on inventory and condition. A jurisdiction asset management plan will provide a road map to maintain assets, address deferred maintenance and identify modernization projects.

Implement Space Planning Standards: In response to the Committee on House Administration and under the authority of the House Office Building Commission, the jurisdiction will standardize work requests and establish an inventory of assigned spaces to optimize usage, improve wayfinding, identify opportunities to support collaboration and establish hybrid and full telework-ready environments. ●



Library Buildings and Grounds

Key Accomplishments

Improved Space Utilization: The jurisdiction improved space utilization and supported the digitization efforts at the Library of Congress. The project removed old data processing equipment and created approximately 10,000 square feet of office space. The project also included the installation of high-definition lighting for scanning, air conditioning systems and fire protection system updates, which improved occupancy and functionality.

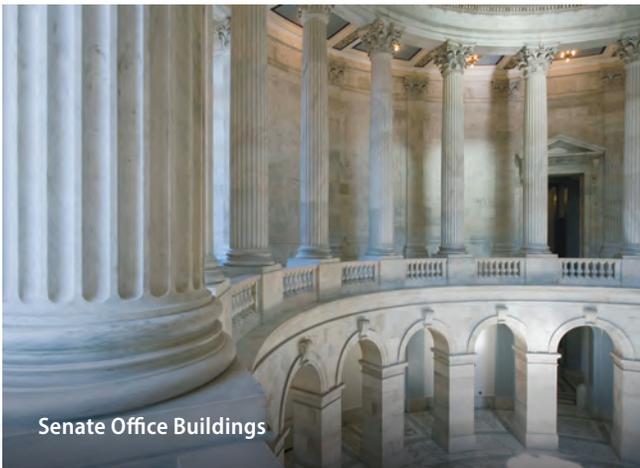
Enhanced Energy Efficiency: The jurisdiction increased energy savings at the Fort Meade collection storage modules through data-driven changes to temperature controls. The new temperature control processes decreased the use of humidifiers by two-thirds, reduced natural gas use and decreased energy consumption of the chilled water units.

Maintained Air Permit Requirements: The jurisdiction coordinated with AOC leadership to effectively manage the Title V air permit with the D.C. Department of Energy and Environment, the regulatory authority for air quality programs. Major facilities permitted under Title V of the 1990 *Clean Air Act* must meet annual and semiannual reporting requirements. The Library buildings were inspected and no findings were identified.

What's Next? FY 2023 Priorities

Expand Cultural Behaviors Transformation: In FY 2022, the jurisdiction's leadership participated in agencywide employee group sessions, as well as skills and solution exercise sessions, to create a healthier culture. Shop-level sessions began in FY 2022 and will be expanded to additional shops during future fiscal years.

Develop Staffing Strategies: The jurisdiction will develop strategies to meet the increasing staffing demands for the Line Item Construction Program (LICP) and other multiphase construction projects. In addition to the high-visibility Visitor Experience Master Plan, an additional 49 possible future projects were identified, covering approximately 185,000 square feet of facility space. ●



Senate Office Buildings

Key Accomplishments

Expanded Life-Safety Protections in the Russell Building: The jurisdiction completed critical sprinkler and fire alarm work in Senate offices and public areas of the Russell Senate Office Building with minimal disruption to Senate operations. The project team, which included the Construction Division and the Office of the Chief Engineer, also added fire doors in the attic to the building's fire alarm system and installed smoke detectors for return air ductwork for the building's air handling units.

Renovated Key Support Spaces: The jurisdiction partnered with the Senate Sergeant at Arms and the Secretary of the Senate to renovate the

Senate Employee Assistance Program Office, the Press Photographers' Studio, the Senate Stationery Room and other key congressional support spaces to improve accessibility and security.

Provided Critical Pandemic-Related Support: The jurisdiction distributed more than 26,000 COVID-19 rapid antigen test kits and more than 20,000 masks to the Senate community and AOC staff. The jurisdiction also distributed portable air purifiers to Senate offices and ensured that air handling units maximized the circulation of outside air in its buildings.

What's Next? FY 2023 Priorities

Complete Election-Year Office Moves: The jurisdiction will coordinate the Senate office and committee moves to support the 118th Congress. Further updates to the online "Senate Suites" selection tool will improve the user experience. During the moves, the jurisdiction will also coordinate deferred equipment maintenance and infrastructure upgrades.

Continue Hearing Room Renovations: The jurisdiction will continue work on the 15- to 20-year comprehensive renewal of the Senate's 32 hearing rooms, with renovation of two rooms and the design of two additional rooms planned for FY 2023. The renovation program will complete important infrastructure upgrades, install advanced lighting, audiovisual and HVAC systems, enlarge hearing room daises to support current committee sizes, update carpeting, furniture and finishes, increase ADA-accessibility and bring the rooms into compliance with current fire and life-safety codes. The program will prioritize historic preservation to ensure that the spaces remain true to their original architectural intent. ●



Supreme Court Building and Grounds

Key Accomplishments

Upgraded Interior Spaces: The jurisdiction completed over 100,000 square feet of space improvements at the Thurgood Marshall Federal Judiciary Building. This project replaced interior finishes for all common areas of the fifth and seventh floors, egress stairs and public corridors. The jurisdiction also completed 40,000 square feet of space realignments across four floors. These upgrades were finished within the \$23 million budget and with minimal disruptions.

Completed Building System Upgrades: The jurisdiction completed building automation system upgrades to the Marshall Building. This phased project replaced obsolete mechanical components, installed fiber-optic infrastructure and installed direct digital controls for automated heating, cooling and lighting. As a result, the facility reduced energy consumption by 34 percent in steam, 26 percent in chilled water and 18 percent in electricity.

Expanded Career Opportunities: As part of the AOC Human Capital Strategic Plan, the jurisdiction created a new career ladder position for an electrician helper. This four-year apprenticeship provides hands-on training, instruction and a pathway for advancement. To improve retention, the jurisdiction also piloted the use of continued service agreements for apprentices.

What's Next? FY 2023 Priorities

Improve Electrical Resiliency: The jurisdiction will complete the final phase of its electrical resiliency program at the Supreme Court of the United States to strengthen the reliability of critical data center operations, provide uninterrupted power for necessary systems and ensure telecom system redundancy.

Expand Operational Procedures: To support knowledge retention and standardized operational support, the jurisdiction will expand the development of standard operating procedures for building systems and establish service level expectations for the maintenance of the Supreme Court of the United States grounds and courtyards. ●



U.S. Botanic Garden

Key Accomplishments

Improved Safety and Accessibility: The jurisdiction addressed internal fall hazard risk assessments and designed fall protection improvements for hard-to-access heating and mechanical systems in the USBG Conservatory. Additionally, the jurisdiction made accessibility upgrades for its visitors, including paving improvements in the Children's Garden courtyard to address tripping hazards.

Prepared the Conservatory for Reopening: On April 1, 2022, the USBG Conservatory reopened to the public after more than two years of closure due to the COVID-19 pandemic. Visitors were welcomed with a new agriculture-themed exhibit, "Cultivate: Growing Food in a Changing World," and renovated garden spaces with new plants on display.

Collaborated on Urban Agriculture Resilience Programs: The jurisdiction collaborated with the American Public Gardens Association in support of 21 urban agriculture and food growing projects, involving 73 organizations in 16 states and Washington, D.C. The USBG also continued collaborating with the National Center for Appropriate Technology to offer urban farm training for military veterans.

What's Next? FY 2023 Priorities

Pursue American Alliance of Museums Reaccreditation: The jurisdiction will pursue reaccreditation through the American Alliance of Museums, a peer-based validation that a museum is meeting professional standards for education, public service and collections care. The USBG is one of fewer than 50 public gardens that have achieved this standard of accreditation. The reaccreditation includes a self-study submission and a subsequent peer review visit.

Implement Perimeter Security Design: The jurisdiction will implement designs for upgrading the existing perimeter security of the Conservatory. The design improvements will include new door hardware and electronic locking systems, as well as accessibility improvements at select locations. ●



Key Accomplishments

Resumed Visitor Center Operations: The CVC began reopening in March 2022, offering limited in-person tours to student groups and supporting Member and staff-led tours, as well as reopening the CVC Gift Shops. The second phase of the reopening began in May by expanding tour offerings (by reservation only) and reopening the U.S. Capitol façade. In preparation for the reopening, the jurisdiction provided two weeks of reboarding training for visitor services and retail staff. In August 2022, the CVC resumed specialty tours and reopened Exhibition Hall.

Upgraded Meeting Spaces: The jurisdiction provided COVID-19-appropriate spaces for significant congressional events in the CVC Congressional Auditorium and congressional meeting rooms. The CVC replaced viewing screens in the congressional meeting rooms with 135-inch LED displays.

Expanded Visitor Program Offerings: The jurisdiction continued to expand its educational outreach using live, virtual and hybrid tour models. New and continued offerings included Homeschool Days, a specialized online curriculum for elementary, middle and high school students, and Capitol Conversations, a series of live virtual discussions about the history of Congress and the U.S. Capitol. The jurisdiction also launched an augmented reality app called *Who Are the People?* that includes 3D models of the statues in Emancipation Hall and information about the individuals depicted and the ideas they represent.

What's Next? FY 2023 Priorities

Return the CVC to Full Operating Status: The jurisdiction will work within the limitations of U.S. Capitol Police staff support to gradually expand the number of visitors it can accommodate, with the ultimate goal of reaching pre-COVID levels of activity. The CVC will also resume on-site education programs.

Continue to Grow Online Program Options: The jurisdiction will create and deploy programs through continuing live events (such as the Capitol Conversations program) and the e-learning initiative, as well as augmented reality and extended reality apps and websites. ●

Appendix D

Major Stone Repair, Façade and Preservation Projects

Stone preservation is a top priority for the AOC, since nearly every building on the Capitol campus is constructed of stone. A combination of weather, age and insufficient maintenance has resulted in damage and deterioration to many of these historic stone edifices and may create safety issues. This appendix summarizes the AOC's major stone repair, façade and preservation projects.



Cannon Renewal

Description: The Cannon House Office Building, constructed in 1908, is undergoing a complete renewal to restore its deteriorated stone façade. Other project components include restoration of wood-frame windows, construction of a new fifth floor and building systems upgrades.



Olmsted Terrace Preservation

Description: The stone and metal fixtures on the Olmsted Terrace, which date back to 1894, have deteriorated from exposure to weather. This ongoing six-phase project will clean and repair the marble and granite walls and approaches to the U.S. Capitol's base along the west, north and south façades.



Russell Exterior Envelope Project

Description: The Russell Senate Office Building, constructed in 1909, is faced in marble, limestone and granite. This project will preserve the building's exterior envelope, including its stonework, wood window frames and doors, as well as rehabilitate the balcony flooring, balusters, balustrades and chimney. The project's final sequence was nearly completed at the end of FY 2022, with the project closeout expected in FY 2023.



Supreme Court Interior Courtyard Stone Cleaning and Restoration Program

Description: This project will restore the appearance and preserve the stone façade in the four courtyards of the Supreme Court of the United States. The project scope includes cleaning and restoring the building stonework and renovating the fountains. The first phase, comprising two courtyards, was awarded in February 2022. The award of the work for the remaining two courtyards is expected in spring 2023.



Thurgood Marshall Federal Judiciary Building Façade Repair Program

Description: The Thurgood Marshall Federal Judiciary Building, constructed in 1992, is faced in a stone veneer. Based on the limited budget, the AOC and the Administrative Office of the U.S. Courts have mutually approved a targeted, risk-based approach that prioritizes waterproofing and façade stabilization, especially around the areas nearest to public walkways. The project's design was near completion at the close of FY 2022.



Capitol Exterior Preservation — Stone and Metal

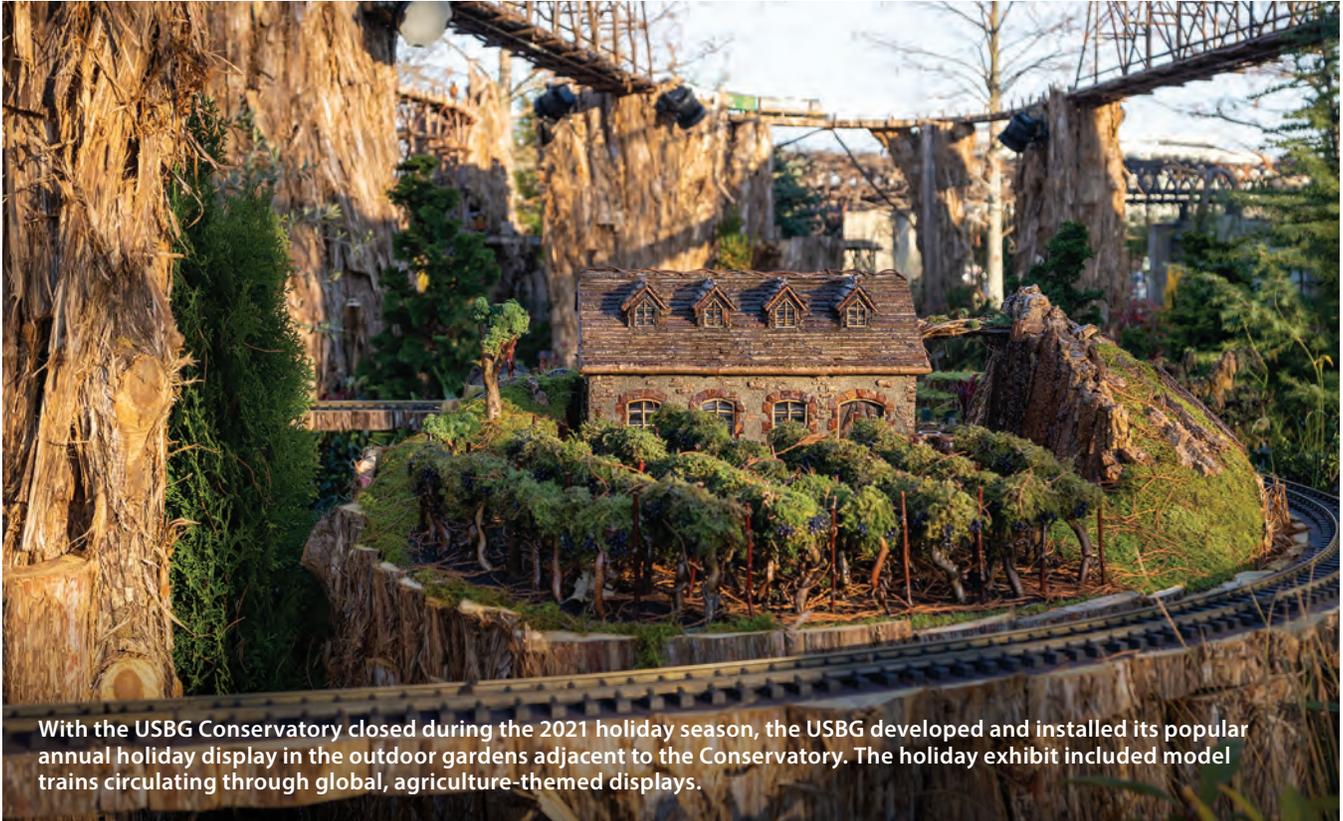
Description: The multiphase exterior restoration of the U.S. Capitol Building will extend the life expectancy of deteriorated stone and replace missing architectural elements on the building. The current project phase includes the installation of scaffolding and the initiation of paint stripping and stone repair and consolidation on the building's west façade.

For more information: www.aoc.gov/what-we-do/projects/stone-preservation-capitol-campus

Appendix E

Major Exhibitions and Programs

The U.S. Botanic Garden (USBG) and U.S. Capitol Visitor Center (CVC) create and offer exhibitions and programs for the visiting public, free of charge. The CVC and USBG Conservatory reopened to the public this fiscal year with new exhibits and continued a roster of online offerings.



With the USBG Conservatory closed during the 2021 holiday season, the USBG developed and installed its popular annual holiday display in the outdoor gardens adjacent to the Conservatory. The holiday exhibit included model trains circulating through global, agriculture-themed displays.

U.S. Botanic Garden

Cultivate: Growing Food in a Changing World

April 2022–Ongoing

Coinciding with the reopening of the USBG Conservatory to the public, this exhibit spotlights agricultural science and the connections between people and food. It shares stories about agriculture, the important cultural connections food provides and modern techniques and scientific innovations that make agriculture more sustainable and productive.

Orchids: Hidden Stories of Groundbreaking Women

January 2022–April 2022

This exhibit, offered in collaboration with Smithsonian Gardens, provided stories of women who have enriched our understanding and appreciation of orchids. The exhibit included orchids from the USBG's collection and highlighted selected women's achievements in art, botanical illustration, orchid cultivation and scientific discovery.

Outdoor Holiday Display 2021

November 2021–January 2022

The USBG's annual holiday display featured festive adornments, winterberries, lighted trees and shrubs, conifers and greenery throughout the outdoor gardens. While normally held inside the Conservatory, the popular train display was featured in the gated outdoor gardens. Window displays featured poinsettias and plant-based models of D.C. landmarks.

USBG Online Programming

Ongoing

The USBG offers a variety of online resources and programs about gardening and plant science through workshops, "ask an expert" sessions, book talks, cooking demonstrations and more. Additional programs offer virtual field trips that take students behind the scenes for a close look at the plant collection to learn from plant specialists and consider the science of how plants work.

U.S. Capitol Visitor Center

Capitol Conversations

This series of live, interactive online discussions about the U.S. Capitol Building's historic spaces, artworks, artifacts, statues and events is offered online each week. The discussions are led by Visitor Guides and the AOC's curatorial team and supported by the AOC Curator Division and the Visitor Services team. Topics include the 19th Amendment, the burning of the Capitol, John Trumbull's paintings for the U.S. Capitol Rotunda and recent additions to the National Statuary Hall Collection.

Student Programs at the U.S. Capitol

The CVC offers online Zoom programming each Tuesday through Thursday with CVC staff. The 30- to 45-minute sessions are available for all grade levels. This fiscal year, the CVC added four new program modules to the roster and delivered 38 sessions to classrooms in 13 states and the Republic of Ireland. Additional resources, such as student activity guides and colorful booklets, encourage students to explore the history of Congress and the U.S. Capitol.

Virtual Capitol Tours

The CVC offers guide-led virtual tours of the U.S. Capitol Building's Crypt, Rotunda, National Statuary Hall, the Old Supreme Court Chamber and the Old Senate Chamber. See: www.visitthecapitol.gov/virtual-tours

Shaping History: Women in Capitol Art Podcast

The CVC's premiere podcast series, "Shaping History: Women in Capitol Art," was introduced in May 2020. The 10-episode podcast commemorates the centennial of the 19th Amendment and provides a rich narration featuring curators, historians, artists, eyewitnesses and descendants of honored subjects. The episodes, completed in collaboration with the AOC Curator, provide insight into the women artists and subjects found in the National Statuary Hall Collection.



Exhibitions and information may also be viewed online at: www.usbg.gov/exhibits and www.visitthecapitol.gov/exhibitions

Appendix F

U.S. Capitol Campus Visitation Statistics

The number of visitors to the CVC and the USBG Conservatory, by fiscal year, is provided in **Table 31**, while the monthly visitors to these facilities during FY 2022 is provided in **Table 32**. A person visiting both facilities on the same day would be included in both visitor counts. Starting in spring 2022, the Capitol campus reopened to the public after their mid-March 2020 closure due to COVID-19.

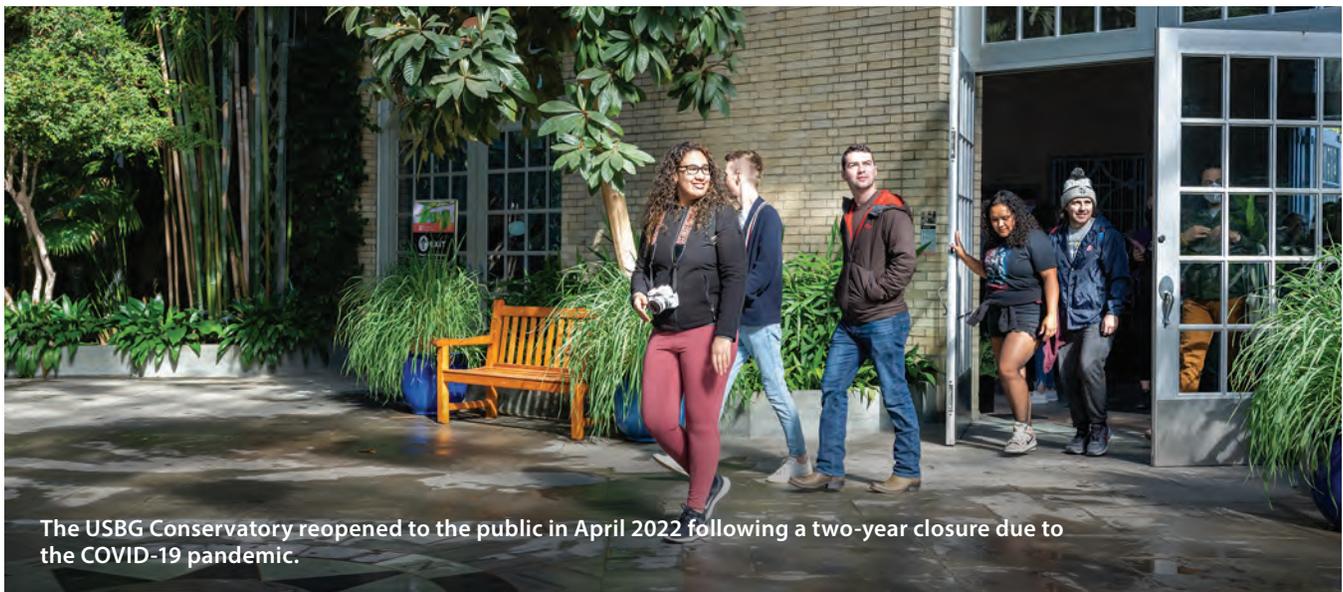
TABLE 31: Number of Visitors by Year, FY 2017–FY 2022 (Rounded to the nearest 1,000)

FISCAL YEAR	U.S. CAPITOL VISITOR CENTER	U.S. BOTANIC GARDEN
2017	2,447,000	953,000
2018	2,376,000	952,000
2019	2,375,000	1,004,000
2020	723,000	448,000
2021	0	0
2022	317,000	502,000
Six-Year Average*	1,373,000	643,000

*Note: The six-year average is impacted by the temporary closure of the Capitol campus to the public due to the COVID-19 pandemic.

TABLE 32: Number of Visitors by Month, FY 2022 (Rounded to the nearest 1,000)

FISCAL YEAR	U.S. CAPITOL VISITOR CENTER	U.S. BOTANIC GARDEN
October 2021-February 2022	0	0
March 2022	2,000	0
April 2022	22,000	130,000
May 2022	21,000	76,000
June 2022	62,000	79,000
July 2022	68,000	88,000
August 2022	75,000	70,000
September 2022	67,000	59,000
Monthly Average	26,000	42,000
Total	317,000	502,000



The USBG Conservatory reopened to the public in April 2022 following a two-year closure due to the COVID-19 pandemic.

Appendix G

Reimbursable Accounts Summary

The AOC is authorized to provide reimbursable services in limited circumstances. Depending on the related authority, the AOC either posts the collected funds to a specific appropriation or transfers the collections to the U.S. Department of Treasury (Treasury). The audited financial statements include the assets, liabilities and transactions associated with the reimbursable accounts.

Battery Recharging Fees (2 U.S.C. § 2170, P.L. 112-167 [Senate]; 2 U.S.C. § 2171, P.L. 112-170 [House]; and 2 U.S.C. § 2171a, P.L. 114-113 [Library]). The AOC operates battery recharging stations for privately owned vehicles used by Members of Congress or covered employees in the parking areas managed by the Senate Office Buildings, the House Office Buildings and the Library Buildings and Grounds jurisdictions. These recharging stations operate at no net cost to the federal government. The appropriations account for the Capitol Power Plant is credited with all fees or charges collected for the electricity provided by the recharging stations. Monies deposited are available for obligation in the fiscal year collected and the following fiscal year.

Disposition of Surplus or Obsolete Personal Property (2 U.S.C. § 1817a; P.L. 111-68, Div. A, Title I, § 1301). The AOC is authorized to dispose of surplus or obsolete personal property through interagency transfer, donation, sale, trade-in or discard. Amounts received from the disposition of personal property are available for the AOC's operations and for the acquisition of the same or similar property. The funds are available for the fiscal year received and the following fiscal year.

E85 Fuel Reimbursements (2 U.S.C. § 2169; P.L. 110-140, Title V, § 502). The AOC operates an E85 fuel tank and pumping system. The pumping station is available for all E85 fuel-

compatible vehicles used by the AOC and other legislative branch agencies. All other legislative branch agencies that refuel vehicles at the station must reimburse the AOC for the fuel cost.

Rent from The Monocle Restaurant (P.L. 91-382). The AOC is authorized to lease the lot where The Monocle Restaurant is located. All receipts from this lease are deposited in the Treasury's general fund.

Utility Reimbursements for Steam and Chilled Water (40 U.S.C. § 6111(b)(1)(A) [Supreme Court of the United States]; 40 U.S.C. § 6502(e) [Thurgood Marshall Federal Judiciary Building]; 40 U.S.C. § 6909 [Union Station]; 91 Stat. 1374 [Folger Shakespeare Library]; and 42 Stat. 767 [Postal Square and the Government Publishing Office Building]). The Capitol Power Plant provides lighting, heating, power, water and sewer services for the Capitol campus and, on a reimbursable basis, other public buildings designated by Congress. These reimbursable services include heating the Government Publishing Office and Washington City Post Office and heating and providing chilled water for air conditioning the Supreme Court of the United States, the Union Station complex, the Thurgood Marshall Federal Judiciary Building and the Folger Shakespeare Library. The AOC is authorized to credit up to \$10 million of reimbursed amounts to the Capitol Power Plant's appropriation each fiscal year to offset operating costs. Any amounts more than \$10 million are deposited in the Treasury's general fund.

The AOC collects receipts from other activities, including purchase card rebates, restitution payments and vendor refunds. Other collections are deposited in the Treasury's general fund, unless otherwise authorized.

Appendix H

Glossary

Americans with Disabilities Act (ADA): This federal law prohibits discrimination in employment, transportation, public accommodations, communications and government activities and guarantees people with disabilities equal opportunity.

Architect of the Capitol Human Resources Act: This act requires the AOC to establish, implement, maintain, evaluate and annually report to Congress on the agency's personnel management system. The act also requires that all personnel actions affecting AOC employees are free from any discrimination.

Architect's Mobility Program: This program offers opportunities for employees who lack qualifying experience to enter other fields. This program addresses the AOC's commitment to employee development, while providing continuity of talent and critical trade skills.

Backlog: The total deferred maintenance plus capital renewal projects that are expected to become deferred maintenance within a five-year window.

Brumidi Corridors: The vaulted, ornately decorated corridors on the first floor of the Senate wing in the U.S. Capitol Building. They are named in honor of Constantino Brumidi, the 19th-century Italian artist who designed the murals and other major elements.

Capital Construction and Operations: Appropriation providing the essential construction, central management, operational support and professional support in connection with the facilities under the AOC's care.

Capital Improvements Plan: Projects annual funding requirements and provides an evaluation of capital projects based on key criteria, including regulatory compliance, security, mission accommodation, historic preservation, economic considerations and energy, water and waste efficiencies.

Capitol Christmas Tree: Since 1964, a Capitol Christmas Tree is erected and decorated on the West Front Lawn of the U.S. Capitol Building to celebrate the holiday season. The AOC's Capitol Grounds and Arboretum's Director is responsible for overseeing the tree's selection, installation and decoration.

Capitol Complex Master Plan (CCMP): The comprehensive, 20-year framework that guides the AOC in its mission to maintain, renovate and develop the Capitol campus. The document is updated approximately every 10 years.



Chief Financial Officers Act of 1990 (CFO Act): This act established a Chief Financial Officer in each major executive branch agency, assigned the OMB with the responsibility for setting accounting and financial reporting standards, increased internal controls, required annual independent financial statement audits for agencies and established financial management systems requirements.

Cogeneration: The Capitol Power Plant's cogeneration system uses natural gas in a combustion turbine to simultaneously generate electricity and steam.

Congressional Gold Medal Ceremony: This ceremony recognizes those who have been awarded the Congressional Gold Medal by the U.S. Congress. Awardees are chosen based on achievements that have impacted American history and culture.

Congressional Office Moves: The Member and committee office moves and space reassignments follow the biennial November elections for the United States Senate and U.S. House of Representatives. Moves-related activities include managing the suite selection process, developing architectural layouts, moving furniture, installing carpeting, painting offices, relocating and installing partitions, completing custom woodworking and upholstery projects and updating the electrical, data and telecommunications infrastructure.

Construction Work-in-Progress (CWIP): Construction work-in-progress is a general ledger account used to record both the direct costs and allocated indirect costs that are associated with constructing a fixed asset.

Coronavirus Aid, Relief and Economic Security Act (CARES

Act): The CARES Act was passed by the 116th Congress and signed into law in March 2020. This \$2.2 trillion economic stimulus relief package protected the American people from the health and economic impacts of the COVID-19 pandemic.

Corrective Maintenance: Corrective or emergency maintenance activities are those undertaken to identify, isolate and rectify an unscheduled deficiency of equipment or systems.

COVID-19: An infectious respiratory disease caused by the SARS-CoV-2 virus, a novel coronavirus discovered in 2019.

C-Suite: The group of AOC executives with agencywide responsibility and authority to focus on operational performance, manage enterprise risk and maintain strong accountability. The C-suite consists of the Chief Administrative Officer, the Chief Engineer, the Chief Financial Officer, the Chief of Operations and the Chief Security Officer.

Deferred Maintenance and Repairs (DM&R): These are maintenance and repairs that were not performed when they should have been, or were scheduled to be, and are delayed to a future period.

Emancipation Hall: The U.S. Capitol Visitor Center's Emancipation Hall is a central gathering place for visitors to the U.S. Capitol Building. The hall was named to recognize the contributions of the enslaved laborers who helped build the U.S. Capitol.

Emergency Security Supplemental Appropriations Act, 2021:

An act of Congress that provided \$1.9 billion in emergency supplemental appropriations for the legislative branch and other federal agencies in response to the U.S. Capitol breach that occurred on January 6, 2021.

Energy Independence and Security Act of 2007 (EISA2007):

An act of Congress intended to move the U.S. toward greater energy independence and security, increase the production of renewable fuels, protect consumers, increase the efficiency of products, buildings and vehicles, promote research on and deploy greenhouse gas capture and storage, and improve the energy performance of the federal government.

Energy Savings Performance Contract (ESPC): These contracts represent public-private partnerships for financing energy savings construction projects. ESPCs have been used by the AOC to finance needed energy preservation improvements for three of its jurisdictions (Capitol Building, House Office Buildings and Senate Office Buildings) and will be used for a fourth jurisdiction (Library Buildings and Grounds).

Enterprise Risk Management (ERM): The process by which management and leadership identify, assess and manage risks across an enterprise to make informed decisions toward risk reduction.

Exhibition Hall: The U.S. Capitol Visitor Center's Exhibition Hall is home to "E Pluribus Unum — Out of Many, One," the exhibition dedicated to telling the story of the U.S. Congress and the U.S. Capitol.

Facility Condition Assessment (FCA): A program that assesses the condition of building components, systems, remaining useful life and deferred maintenance, capital renewal, capital improvement and construction requirements.

Facility Condition Index (FCI): Based on an overall assessment of the condition of a facility. It is measured by the ratio of deferred maintenance costs to estimated building replacement costs.

Federal Financial Management Improvement Act of 1996

(FFMIA): A statute that advanced federal financial management by ensuring that federal financial management systems provide accurate, reliable and timely financial information to the government's managers.

Federal Managers' Financial Integrity Act of 1982 (FMFIA):

A statute amending the *Accounting and Auditing Act of 1950* and requiring the establishment of guidelines for evaluating agencies' systems of internal control with three objectives: operational effectiveness and efficiency, regulatory and statutory compliance and reliable financial reporting.

Generally Accepted Accounting Principles (GAAP): The accounting concepts and standards for the U.S. government, as prescribed by the Federal Accounting Standards Advisory Board.

Government Performance and Results Act of 1993 (GPRA):

A statute that provided for the establishment, testing and evaluation of strategic planning and performance measurement in the federal government. Later amended by GPRAMA.

Government Performance and Results Modernization Act of

2010 (GPRAMA): A statute that updated GPRA to create a more defined performance framework, including the designation of cross-cutting federal priority goals and agency-level priority goals.

Heritage Asset: The buildings, structures, landscapes, fine art, architectural fine art, decorative art, architectural decorative art, monuments, memorials, archival records, photographic records, living botanical assets, views and vistas, archeological resources and stored art and architectural materials in the care of the AOC that have historical, architectural, artistic, cultural or educational significance.

Jurisdiction: The AOC has oversight responsibility for multiple jurisdictions. Each jurisdiction is responsible for a designated geographic area and/or facility of the Capitol campus.

Leadership in Energy and Environmental Design (LEED):

A green building certification program, sponsored by the U.S. Green Building Council, which recognizes best-in-class facility strategies and practices.

Legislative Branch Financial Management System (LBFMS):

The consolidated shared-service financial management system used for legislative branch financial operations.

Living Botanical Asset: A plant specimen that should be granted preservation consideration. At the AOC these typically (though not exclusively) fall into the categories of living accessions of the U.S. Botanic Garden, memorial trees and plants identified as significant in cultural landscape reports.

Memorial Trees: The living heritage assets planted to honor distinguished citizens, groups and national events. The AOC is responsible for the care of the memorial trees.

National Financial Center (NFC): The U.S. Department of Agriculture's shared services provider for financial management and human resources. The NFC administers the AOC's payroll and benefits.

National Statuary Hall Collection: This collection is comprised of statues donated by individual states (two statues each) to honor notable individuals in their history and is displayed throughout the U.S. Capitol Building and the U.S. Capitol Visitor Center. The AOC is responsible for the care and preservation of the entire collection.

Presidential Inauguration: The presidential inauguration is perhaps the most widely known of the ceremonies held at the U.S. Capitol Building. Every four years, the AOC is responsible for constructing the inaugural platform on the building's West Front, setting up the seating and fencing on the grounds and coordinating activities with the Joint Congressional Committee on Inaugural Ceremonies.

Preventive Maintenance: The recurring or scheduled care and servicing of equipment, systems and facilities to keep them in good operating condition by providing inspection, detection and correction of failures, either before they occur or before they develop major defects.

Reimbursable Accounts: The AOC has reimbursable budget authority provided by statute to establish certain reimbursable agreements. See: **Appendix G: Reimbursable Accounts Summary.**

Short Ton: A unit of weight equal to 2,000 pounds.

State of the Union Address: The State of the Union address is derived from the U.S. Constitution, which states: "He (the president) shall from time to time give to the Congress information of the State of the Union." The AOC works behind

the scenes to ensure that everything is impeccable for this important event, including readying the House Chamber where the address occurs.

Sustainable SITES Initiative® (SITES®): A standards and certification system for sustainable landscape development and management created through a partnership of the American Society of Landscape Architects, the Lady Bird Johnson Wildflower Center at The University of Texas at Austin and the U.S. Botanic Garden.

Strategic Plan: A planning document that sets organizational goals and develops a blueprint for the agency's future direction.

Union Square: The 13-acre plaza to the west of the U.S. Capitol Building containing the Ulysses S. Grant Memorial and the Capitol Reflecting Pool. In 2011, the property was transferred to the AOC from the National Park Service.



U.S. Capitol Dome: The U.S. Capitol Dome, situated atop the U.S. Capitol Building, was designed by the fourth Architect of the Capitol, Thomas U. Walter. Construction of the 8.9-million-pound cast-iron Dome took place between 1855 and 1866.

U.S. Capitol Grounds and Arboretum: The U.S. Capitol Grounds and Arboretum is comprised of the approximately 286 acres of grounds that provide a park-like setting for the U.S. Capitol. The grounds were designed by American landscape architect Frederick Law Olmsted and designated an accredited arboretum in 2017.

U.S. Capitol Rotunda: The large, domed, circular room located in the center of the U.S. Capitol Building. The Rotunda is visited by thousands of people daily and is also used for ceremonial events.

U.S. Capitol Visitor Center: The U.S. Capitol Visitor Center is the newest addition to the U.S. Capitol Building. The facility opened in December 2008 and is located underground on the east side of the U.S. Capitol.

Vision 2100: An institutional vision that will set the broad, foundational goals for the development of the Capitol campus into the next century. Once complete, Vision 2100 will serve as the framework for the AOC's long-term planning.

Appendix I

Abbreviations and Acronyms

A

ACM	Asbestos-Containing Materials
ADA	<i>Americans with Disabilities Act</i>
AEP	Affirmative Employment Program
AFSCME	American Federation of State, County and Municipal Employees
AIA	American Institute of Architects
AICPA	American Institute of Certified Public Accountants
AOC	Architect of the Capitol
ASA	AOC Supervisory Academy

B

BAR	Budget and Accrual Reconciliation
BBTU	Billion British Thermal Unit
BFEM	Treasury's Budget Formulation and Execution Manager

C

CAP	Cross-Agency Priority goals
CARES Act	<i>Coronavirus Aid, Relief and Economic Security Act</i>
CARS	Central Accounting Reporting System
CBA	Collective Bargaining Agreement
CCM	Certified Construction Manager
CCMP	Capitol Complex Master Plan
CCO	Capital Construction and Operations
CCRC	Central Contractor Registration Connector
CEAR	Certificate of Excellence in Accountability Reporting
CERCLA	<i>Comprehensive Environmental Response, Compensation and Liability Act</i>
CFM	Certified Facilities Manager
CFO	Chief Financial Officer
CFO Act	<i>Chief Financial Officers Act</i>
CGFM	Certified Government Financial Manager
CHW	Chilled Water
CIR	Collections Information Repository
COTS	Commercial Off-the-Shelf
COVID-19	Coronavirus Disease 2019
CPA	Certified Public Accountant

CPP	Certified Professional Photographer
CSRS	Civil Service Retirement System
CVC	U.S. Capitol Visitor Center
CWIP	Construction Work-in-Progress

D

DATA Act	<i>Digital Accountability and Transparency Act</i>
DI/DR	Diversity, Inclusion and Dispute Resolution
DM&R	Deferred Maintenance and Repairs
DOL	U.S. Department of Labor

E

EAM	Enterprise Asset Management
EAP	Employee Assistance Program
EEO	Equal Employment Opportunity
EHRP	Exhibition Hall Renovation Project
EISA2007	<i>Energy Independence and Security Act of 2007</i>
EPAAct	<i>Energy Policy Act of 2005</i>
ERM	Enterprise Risk Management
ESPC	Energy Savings Performance Contract

F

FAIA	Fellow, American Institute of Architects
FAR	Federal Acquisition Regulations
FASAB	Federal Accounting Standards Advisory Board
FBWT	Fund Balance with Treasury
FCA	Facility Condition Assessment
FCI	Facility Condition Index
FECA	<i>Federal Employees Compensation Act</i>
FEGLI	Federal Employees Group Life Insurance
FEHB	Federal Employees Health Benefits
FERS	Federal Employees Retirement System
FEVS	Federal Employee Viewpoint Survey
FFMIA	<i>Federal Financial Management Improvement Act</i>
FISMA	<i>Federal Information Security Management Act</i>
FMFIA	<i>Federal Managers' Financial Integrity Act of 1982</i>
FY	Fiscal Year

G

GAAP	Generally Accepted Accounting Principles
GAAS	United States Generally Accepted Auditing Standards
GAO	U.S. Government Accountability Office
GPO	U.S. Government Publishing Office
GPRA	<i>Government Performance and Results Act</i>
GPRAMA	<i>GPRAMA Modernization Act</i>
GSA	U.S. General Services Administration
GSF	Gross Square Feet
GTAS	Governmentwide Treasury Account Symbol Adjusted Trial Balance System

H

HCMD	Human Capital Management Division
HCS	Human Capital Strategy
HR Act	<i>Architect of the Capitol Human Resources Act</i>
HUBZone	Historically Underutilized Business Zones

I

IBEW	International Brotherhood of Electrical Workers
ICS	Inventory Control System
IPAC	Intragovernmental Payment and Collection
IPP	Invoice Processing Platform
IRMD	Integrated Risk Management Division
ISMS	Integrated Safety Management System
ISO	International Organization for Standardization
ITD	Information Technology Division
IUS	Internal Use Software

K

KBTU	Thousand British Thermal Units
KCF	Thousand Cubic Feet
KGal	Kilogallons
kWh	Kilowatt Hours
KPI	Key Performance Indicator

L

LBFMS	Legislative Branch Financial Management System
LED	Light-Emitting Diode

LEED AP Leadership in Energy and Environmental Design Accredited Professional

Library Library of Congress

LICP Line Item Construction Program

M

MB Megabytes

MD&A Management's Discussion and Analysis

MMBTU Metric Million British Thermal Units

MWh Megawatt Hours

N

NFC National Financial Center

NIST National Institute of Standards and Technology

O

OAP Office of Attending Physician

OCAO Office of the Chief Administrative Officer

OCE Office of the Chief Engineer

OCFO Office of the Chief Financial Officer

OCO Office of the Chief of Operations

OCSO Office of the Chief Security Officer

OCWR Office of Congressional Workplace Rights

ODS Operational Data Store

OGC Office of General Counsel

OI Other Information

OIG Office of Inspector General

OMB Office of Management and Budget

OPM U.S. Office of Personnel Management

P

P3 Public-Private Partnership

PAM Payment Automation Manager

PAR Performance and Accountability Report

PCES Performance, Communication and Evaluation System

PE Professional Engineer

PIIA *Payment Integrity Information Act of 2019*

PIC Project Information Center

P.L. Public Law

PMIS Project Management Information System

PP&E	Property, Plant and Equipment
PTIB	Photography and Technical Imaging Branch
PY	Prior Year

Q

QFR	Quarterly Financial Review
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R

RISE	Respect, Integrity, Safety, Empower
RMAB	Records, Management and Archives Branch
RPA	Robotic Process Automation
RSI	Required Supplementary Information

S

SAM	System for Award Management
SAMP	Strategic Asset Management Policy
SBR	Combined Statement of Budgetary Resources
SCC	Office of Safety and Code Compliance
SCNP	Statement of Changes in Net Position
SFFAS	Statement of Federal Financial Accounting Standards

SITES®	Sustainable SITES Initiative
SMART	Specific, Measurable, Achievable, Relevant and Timebound

SNC	Statement of Net Cost
SOAR	Safety Observations and Reflections
SOC 1	System and Organizational Controls
SSAA	Senate Sergeant At Arms

T

TSP	Thrift Saving Plan
Treasury	U.S. Department of Treasury

U

UCFE	Unemployment Compensation for Federal Employees
UESC	Utility Energy Service Contract
USBG	U.S. Botanic Garden
U.S.C.	United States Code
USCP	U.S. Capitol Police
USDA	U.S. Department of Agriculture
USSGL	U.S. Standard General Ledger

Appendix J

Acknowledgements

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Websites and Media Platforms

Visit the Architect of the Capitol at: www.aoc.gov

The Architect of the Capitol (AOC) maintains a social media presence on:

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 @uscapitol

 @uscapitol

 @uscapitol

 @uscapitol

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A full directory of the AOC's official social media accounts is available at: www.aoc.gov/social-media-directory.

Related websites

U.S. Botanic Garden: www.usbg.gov

U.S. Capitol Visitor Center: www.visitthecapitol.gov

Tholos Magazine

Tholos, the AOC's quarterly digital employee magazine, provides stories that communicate the AOC's mission to serve, preserve and inspire. The magazine is available at: www.aoc.gov/what-we-do/publications/tholos-magazine.

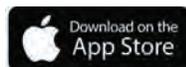


The AOC on Mobile Devices

An e-reader mobile version of this Performance and Accountability Report is available (for tablets only) in the Apple iTunes Store and the Android Google Play store.

The AOC mobile apps provide information about the agency and the Capitol campus for staff, visitors and the American public. The apps include:

- State Statues in the Capitol
- U.S. Capitol Grounds
- U.S. Capitol Rotunda
- U.S. Capitol Visitor Guide





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